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THE
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OF THE
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INDUSTRY

JULY 2005



Wynn

HOTELS' 325
Design: Wynn Las Vegas

The 2,716-room
Wynn Las Vegas
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JULY 2005 Vol. 39, No.7

features

SPECIAL REPORT HOTELS' 325

32 Once again InterContinental Hotels Group claimed the top spot, ranking No. 1 in this year's Giants issue, where *HOTELS* ranks the world's biggest hotel companies. In this age of acquisition, the big keep getting bigger. While the top players kept their place in line, acquisition-minded Global Hyatt Corp., Golden Tulip and Extended Stay Hotels showed solid growth, moving up several positions in the rankings. Inside, see who ranked where in this year's report.

DESIGN

Wynn-ovation

54 Bringing something new to the Las Vegas Strip is no small feat. Steve Wynn's new mega-hotel redefines hotel/casino accommodations to bring a residential-inspired, city-chic atmosphere to a locale known best for its themed decor and neon lighting. Inside, learn what sets the design of Wynn Las Vegas apart from the competition.

FOOD & BEVERAGE

Stirring Up Business

64 To create a successful bar operation today, savvy hoteliers know they must invent destination lounges with unique offerings. As a result, new bar concepts are getting more creative—from upscale offerings to unusual décor. Their mission is the same: a memorable experience.




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about the cover

It took Michelangelo four years to complete the Sistine Chapel's ceiling. Steven Wynn and his Wynn Resorts' team needed five to deliver the US\$2.7 billion, 2,716-room Wynn Las Vegas. The 50-story bronze tower hopes to become an icon on the Strip with its "hotel of ideas" approach to design and operations. The emphasis is on residential style and a full menu of experiences—from 19 restaurants and bars to the signature "Le Reve" show. An extension, "Encore at Wynn Las Vegas," is expected to open in 2007.

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What Does Your Brand Stand For?

I GET A HEADACHE when I think of all the brands, brand permutations and new brands in the hotel industry. Among the top 300 corporate hotel chains listed in this month's annual Giants feature (p. 32), there are some 285 hotel brands—and that does not count all the permutations of Holiday Inn, Marriott and others. This list does not include some of the new brands—either just launched or soon-to-be announced—such as InterContinental's Indigo, Starwood's "Project XYZ" limited-service with "W DNA" and Choice Hotels' chic Cambria Suites. What other high-touch service industry has so many brands managed so well?

What do these brands stand for, and how much do they truly resonate in the minds of consumers? Can a hotel company effectively manage as many as eight to 10 brands and build value for owners? Will a thin brand like Joie de Vivre's Vitale be able to compete with the muscular W brand from Starwood? Will a Vitale or a Palomar brand from Kimpton become roadkill or a darling because of its ability to more quickly react to customer needs and wants? These are among the questions that must be answered as the hotel industry basks in its currently fortunate state of affairs.

According to legendary brand builder Horst Schulze, who founded Ritz-Carlton and is in the midst of developing two new 4-star-plus brands, the industry is not doing such a good job of managing its stable of brands. In an interview on p. 12, Schulze says there are so many brands today delivering an inconsistent product, "it's not really a brand experience at all. It's just a name." I guess he sees this situation as an opportunity and plans to develop a smaller brand known for its reliability and consistency. And if his hunch is correct, maybe the Vitales and Palomars of the world do have an opportunity to succeed against the big boys.

In an industry where some brand contraction would not be such a bad idea, it is worth noting that there are some segments in trouble, such as mid-scale with food and beverage. These are the tired properties from the '70s and '80s that are neither luxurious enough nor efficient enough to create affinity with consumers and are likely to fall victim to industry consolidation.

Brands that fail to innovate are also in trouble, because they have not reacted to the notion that the world is changing at a rapid pace. Generation X customers are quickly becoming the target and the source of inspiration for new brands like Starwood's "XYZ." Those who fail to accommodate the needs of tomorrow's travelers will soon be a fading memory in the minds of our readers and your customers. Time will tell how consumers feel about about brands in a world and industry overloaded with names and pseudo-identities. It is up to you to create and deliver on the brand promise.



Jeff Weinstein
Editor In Chief

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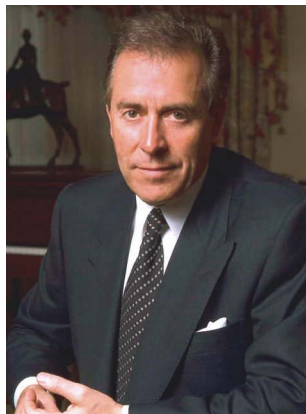
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"Imagine an industry that has existed for thousands of years and suddenly the marketing for the brand is the bed. What a mark of creativity that is." —Horst Schulze

Room At The Top

Two industry leaders look to reinvent the luxury segment once again.

ATLANTA/HONG KONG

Horst Schulze and Robert Burns are two icons of the hotel industry who have proven that success in this business is directly linked to a passion for it as well. That passion today is represented by the fact that despite entering the twilight of their careers, both gentlemen have launched new hotel companies with the aim of once again bringing something new to the luxury market.

Schulze has come back to the drawing board after his days as president and COO of Ritz-Carlton Hotel Co. with his West Paces Hotel Group, Atlanta, which aims to build two new brands for discerning travelers with different needs. For Burns,

founder of luxury brand Regent International in Hong Kong, Asia once again is the backdrop he has chosen for his upcoming collection of smaller, deluxe Robert Burns Hotels.

Interestingly, both men used the analogy of a painting to describe what they are doing.

For Schulze, his reason for forming the new company is that he "wanted to paint another painting." He adds, "I knew I wouldn't do many more, so I thought this must be the masterpiece. It must be the very finest for all concerned—the customer, the employee, the investors and the community in which you do business."

Burns compares his inspiration to that of an artist working on a new painting. "When you are working on a painting, you hope your vision comes out well. That it all comes together. I've been in this business my whole life, and when it all comes together—from a full

lobby to a full restaurant—that's what inspires me."

While both men are busy getting ready to announce their first projects, they took some time out of their hectic schedules to talk to *HOTELS* about their plans and share some thoughts on the industry today.

Customer Of Tomorrow

Schulze assembled a team of former Ritz-Carlton executives to form West Paces Hotel Group. While currently the company is the third-party manager for a handful of upscale properties, the core function of the group will be the launch of two new brands. The first will be positioned "somewhere between a Ritz-Carlton and a Westin," Schulze explains, "not as fancy as a Four Seasons—less marble and silk—but with all the service reliability of a 5-star brand." This concept will target individuals and meeting planners who hold several meetings a year, "most at a Hyatt, a couple in a Ritz-Carlton for reliability," he says, who are looking for consistency in service and amenities without paying much more than they would for a typical 4-star. The second focus will be on the luxury traveler looking for the experience of a deluxe independent hotel but with the reliability and consistency of a brand. Growth goals are loose at the moment, as Schulze will not compromise on locations. These hotels all will be in major cities and select resort destinations worldwide. A mixed-use component, particu-

larly condominiums, will be a strong secondary element to offset costs.

The guiding strategy for both concepts is complete customer focus. And Schulze spent considerable time determining the wants and needs of high-end travelers. What he found is a myriad wish list of seemingly contradictory desires. "They want a lot of activity but they also want privacy; tranquility yet excitement—it's all a paradox," he explains. "They want us to be confident but not arrogant. They want the hotel to be distinctive but also familiar; timeless not trendy. They want to feel taken care of. Luxury to them is not having to wait. It is total reliability. Value to them is consistency and a sense of well-being. That is the customer of tomorrow."

As he sets out to create two new brands, service execution at the highest level is what Schulze believes will differentiate his product. As a result, he's not too concerned about competition from some of the big brands. "There are so many brands today that are inconsistent. So it's not really a brand experience at all, it is just a name. Having a brand should be something you can rely on. You know what it is no matter where it is. A brand should be a promise that is kept at all times. And I don't know where that exists too often today," he says.

Another criticism Schulze has of the industry today is its "sheep" mentality. Instead of innovating, he sees the major brands simply copying each other. It's a game of catch-up

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rather than create. The example he uses is the latest bed craze. "Imagine an industry that has existed for thousands of years and suddenly the marketing for the brand is the bed. What a mark of creativity that is," he says sarcastically. "Instead of innovating they are too busy copying each other. This is supposed to be an industry of creativity and suddenly we discovered that people want good beds?" Schulze has the same problem with the brands' new focus on what he calls "funky" design. "There is a market segment for that, but it is copied by those who have no new ideas. What the customer means by boutique hotel is a customized, personal approach. The industry sees it as a small hotel with fewer amenities."

Modern Grandeur

While Schulze sees an overall lack of innovation (with notable exceptions, including, he says, hotels such as The Crillon in Paris or Las Ventanas al Paraíso in Los Cabos), for Burns, the hotel boom in Asia signals a new opportunity to innovate. And with more and more markets



DIVE-IN VIEWING This summer, family-friendly Holiday Inn SunSpree Resorts introduces "Dive-Inn Movies" inviting guests into their poolside movie theaters, complete with a 9 x 12-ft. (2.7 x 3.6-m) screen. While movies vary by property, Holiday Inn is looking to leverage its new partnership with Nickelodeon, the children's cable television network, to show movies based on Nickelodeon TV shows, such as last year's "The SpongeBob SquarePants Movie." These films are free to hotel guests and another way Holiday Inn aims to position itself as the family hotel of choice. This initiative complements the KidSpree Activity Programs at all 18 SunSpree Resorts in the United States, Canada, Mexico and the Caribbean.

opening up, particularly in China, Burns believes there is room for a new type of luxury hotel. As a result, he has teamed up with his old partners from his Regent days to create a new collection of deluxe properties. Burns is interested in doing hotels that are smaller than the grand hotels across Asia, somewhere in the 250-room range, with a contemporary ambience. "Most hotels that go up in Asia are pretty traditional, grand old hotels. These will be much more modern. We'll keep them

relatively small, with large guestrooms and wonderful bathrooms," Burns explains.

While today's 5-star hotels offer elite guests extra pampering on club floors, Burns' idea is to create the overall feeling of a club floor for the whole property. "It will be more intimate—everyone is in the club," he says. Burns likens these hotels to his "pet project," the much smaller, 21-room Villa Feltrinelli he created on Lake Garda in Gargnano, Italy. With this intimate, castle-like retreat Burns wanted to raise the bar on luxury. Now he intends to expand on those ideals. "Everything you put in your hand will be luxurious," he says. "You can't just get away with charm anymore. You have to have the best—the best plumbing, the best furniture, the best sheets and superior service. That is what spells luxury to people today."

Each hotel will have its own name, connected only by the subtle tagline, "A Robert

Burns Hotel." Burns intends to keep his new collection in Asia, targeting predominantly China, Vietnam and Thailand, although he says India and maybe even Hawaii are not out of the question. He sees it growing to around seven to 10 properties and expects to announce his first project before the end of the year.

Does he think growing a collection of luxury hotels will be easier now than when he did it with Regent? Definitely: "It's much easier now that the traveling public has become much savvier. Now with a little bit of reputation, some good press and the industry booming, it's much easier," Burns says. As for delivering superior service, he believes that will be easier, too. "I think hotelkeeping is getting better and better. People coming out of very good [hotel] schools are much more conscious of service today. The industry has improved a lot since I started in it." ♦

"You can't just get away with charm anymore. You have to have the best. That is what spells luxury to people today."

—Robert Burns



NORTH AMERICA

With DNA Of W, Starwood Introduces "Project XYZ"

WHITE PLAINS, NEW YORK In early June **Starwood Hotels & Resorts** unveiled plans for "Project XYZ," a mid-scale version of its contemporary, style-oriented W hotels. Like W, XYZ also aims to target that consumer seeking a lifestyle hotel experience, but at a more economical price point. "Democratizing fashion" is the phrase that keeps coming up when the company talks about the concept, which will feature urban, loft-like guestrooms, landscaped outdoor space for socializing and an energetic lounge scene, all with an average daily rate between US\$100 and US\$125.

Starwood says developer interest is very strong, adding that it received letters of interest "from more than a dozen developers" to build more than 100 new "XYZ" hotels even before the company formally announced the brand. Expect a fast growth rate—100 hotels are planned within a couple of years, according to Chuck Tomb, Starwood's senior vice president, development, with the first to open

in mid-2006. Tomb says development will begin in big markets but adds that the concept could be a good fit in suburban and tertiary markets, as well. Tampa was among five cities the company identified as candidates for the brand debut. Starwood is also planning some international development, Tomb adds.

All will be new builds with development costs expected at approximately US\$8,500 to US\$9,500 per key. Target size is 90- to 180-guestrooms, all of which will include the signature W bed, oversized windows, built-in storage, and large bathrooms with walk-in showers and amenities by Starwood subsidiary Bliss Spa. Lobbies will feature a destination lounge; the "Pit Stop," a comfortable lounging area; 24-hour kitchen area with grab-and-go food choices; and fitness center with swimming pool. The backyard will serve as a hangout to drink coffee or cocktails, and have barbecue lunch. The entire property will be wireless enabled.

Starwood cites its competitors as limited-service leaders Courtyard by Marriott and Hilton Garden Inn. However, with Hotel Indigo and Cambria Suites introduced into the market last year, clearly there is a new breed of boutique-minded, mid-market players for "XYZ" to contend with.



Blackstone Buy = Healthy Wyndham?

NEW YORK The **Blackstone Group's** recent acquisition of **Wyndham International Inc.** for US\$3.24 billion is a good thing for the formerly troubled hotel operator, according to R. Mark Woodworth, executive vice president, PKF Consulting, Atlanta. "Assuming that Blackstone elects to hold Wyndham for at least three to five years, this transaction is clearly good news for the Wyndham brand," he says. "Wyndham Hotels & Resorts, along with the Wyndham Garden brand extension, both fit niches within the domestic marketplace in which opportunity for growth exists." Woodworth thinks Wyndham brands represent viable competition for Marriott and Hilton brands.

On the other hand, should Blackstone decide to sell Wyndham, as it did with the AmeriSuites brand after buying it as part of an acquisition of Prime Hospitality Corp., "perhaps someone like InterContinental would be a likely buyer," Woodworth says. "The Wyndham brand would seem to go along well with their Crowne Plaza brand." Or, if Blackstone decides to hold the brand and management, "there are a number of REITs that would be strong candidates to buy the real estate," Woodworth says.

The agreement to acquire Wyndham has Blackstone buying all of Wyndham's outstanding common stock for US\$1.15 per share, as well as the assumption of about US\$1.8 billion in debt. The deal is expected to close in the fourth quarter. ♦

La Quinta Plans Mexico Expansion

DALLAS **La Quinta Corp.** is expanding into Mexico with the construction this fall of a La Quinta Inn & Suites in the city of Juarez, in the state of Chihuahua. Developing the property is **Plaza Triunfo S.A. de C.V.**, La Quinta's first Mexico-based franchisee. The 85-room property will be in the heart of the city's business district and is expected to open next year.

"Expansion of the La Quinta brand into Mexico is extremely opportune at this time," says Alan Tallis, franchising president and chief development officer. "We believe selective services hotels will be most profitable

within the country."

Additional developments are being considered in other border cities and the industrialized northern states, as well as deeper into Mexico with eventual consideration of resort locations, Tallis says.

La Quinta is looking to build to a critical mass in Mexico to serve a strong emerging middle class, Tallis adds, but at the same time growth will be opportunistic as the company establishes relationships with development partners. "A number of different qualified groups in Mexico hopefully will be in a position of having the ability, experience and capital to move us forward," he says. "Our expectation in forming relationships is that

each (partner) will do multiple locations."

As for a timeline, "it is extremely long. Things take a long time (in Mexico)," Tallis says.

For the most part, the company plans expansion of the La Quinta Inn & Suites brand, but La Quinta Inns are possible as well, Tallis says.

As a next step, La Quinta is looking even farther south. "We believe the La Quinta experience is a fit for Mexico and into Central and South America," Tallis says. "We want to make sure the timing is right and that infrastructure is in place. We're not going to jump into Brazil, Chile or Costa Rica tomorrow. We'll do it when we can do it right."

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**The Broadmoor
Hotel & Resort,
Colorado Springs,
Colorado**

New Law Helps, But Seasonal Labor Issue Looms

UNITED STATES As The **Broadmoor Hotel & Resort** in Colorado Springs, Colorado, gears up for the summer travel season, it is looking at a decent amount of overtime to make up for several seasonal openings that have not been filled, says Cindy Clark, human resources director. A check of the resort's Web site early last month showed some 50 positions open. But it could be worse.

Like many other U.S. resorts, The Broadmoor relies on seasonal workers to provide the level of service that guests expect during the busy summer season (PricewaterhouseCoopers forecasts summer occupancy of 71.4% in the U.S., the highest since 2000). A large part of this seasonal work force is made up of foreigners, especially in lower-paying manual labor positions in housekeeping, laundry and grounds maintenance. But because of problems getting visas for such workers, many resorts are short-staffed.

Since 1990, a federal law has limited the number of visas issued annually for seasonal foreign workers to 66,000. That didn't create problems until recently: Last year, for the first time, there were so many applications that the government had to turn people away before the end of the fiscal year. Meanwhile, resorts seeking visas for summer workers were left out in the cold: most couldn't apply for the visas before late last year or early this year, as the rules of the U.S. State Department's

H-2B program for seasonal workers require businesses to hire the workers within four months of when visas are awarded.

The **Grand Hotel**, Mackinac Island, Michigan, got around that by deciding to open two months earlier than usual specifically so it could apply for the foreign worker visas needed to staff the resort (more than 300). "It was a hard decision but necessary," says John Hulett, managing director. "We would not have received approval for our foreign nationals (if we hadn't opened early). Even by opening early, that wasn't a guarantee. We got lucky and got approval."

The Broadmoor was not so lucky. The resort applied for 250 visas late last year, but all 66,000 already had been given to other businesses. Luckily, the resort managed to get some unused visas from other hotels across the nation. But more meaningful for The Broadmoor and other U.S. resorts is a bill that was recently signed into law. The Save Our Small and Seasonal Businesses Act allows employers that can prove that they have tried to hire U.S. workers to fill open positions to bring in additional foreign workers who have been in good standing with the H-2B program for any one of the last three years. The legislation also reserves half of the annual allotment of H-2B visas for distribution in the second half of the fiscal year.

The Broadmoor is trying to bring in an additional 40 people who have worked at

the resort in the past to fill its needs, Clark says, but even with those people, the resort is likely to use overtime hours as well.

"Our business model is not to, but if that's what it takes to serve guests—we'll do it," Clark says. In general, hotel managers don't like to reduce staffing because that could have a negative impact on guest service, says R. Mark Woodworth, executive managing director of Atlanta-based PKF Hospitality Research.

But most foreign workers are more than just bodies filling positions, Hulett says. "The seasonal nature of our business as well as theirs" is what makes them so valuable, he says. "The work they do with us they do in their home countries in our off-season. They're already experienced—they have all the basic skills; they just have to learn our way of doing things. That's a huge plus." Add to that the fact that in places like Mackinac Island, there are not enough locals to fill seasonal openings, and the value of foreign workers becomes clear.

Both Clark and Hulett constantly advertise open positions and actively recruit local workers and college students, and both have had internship programs, but each year they have trouble filling positions. Clark says in the 10 years she's been working at The Broadmoor, there's almost never been a time when the resort has had fewer than 100 openings.

Clark stresses that the Save Our Small and Seasonal Businesses Act is only a temporary solution to the foreign worker problem—the law sunsets in September 2006. "This is great for small businesses and hotels, but we need to find a permanent solution," she says. To that end, the American Hotel & Lodging Association is continuing to work with Congress on the H-2B visa issue. In addition, the International Hotel & Restaurant Association (IH&RA) has a new International Worker Exchange Program designed to tackle the problem of a labor shortage in developed countries like the United States and the overabundance of labor in developing countries. The IH&RA is in discussion with other international organizations to ensure that there is both financial and administrative support for the program in order to overcome obstacles in obtaining visas, training and transportation. ♦



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5 Minutes With: Niki Leondakis, COO Kimpton Hotels & Restaurants

With competition heating up in the boutique hotel segment as more big chains introduce lifestyle brands, Niki Leondakis, chief operating officer for boutique pioneer Kimpton Hotels & Restaurants, San Francisco, knows that it takes more than good design to run a successful operation. Leondakis says to stay ahead of the competition, Kimpton is focusing efforts on its differentiators—both from a customer standpoint and an employee standpoint. “It’s not just environmental; it’s experiential,” Leondakis says.

Fittingly, HOTELS sat down with Leondakis at a recent Women’s Foodservice Forum luncheon where the theme “competitive edge” served as a great starting-off point for a discussion about Kimpton’s focus on diversity, promoting women in the industry and managing the impact of the rapidly growing Kimpton portfolio.

HOTELS: What does “competitive edge” mean for Kimpton?

Leondakis: A lot of companies today are using design as their competitive edge, so we’ve really taken a look at Kimpton to go above and beyond that. And we’re very clear that what is different about Kimpton is the authenticity of the experience. It’s not just about design, it’s an overall experience seen through a variety of programs and services. It comes alive through things like our [nightly] wine hours, yoga program and cooking classes. Our idea is that travelers want to experience something new, something that enriches their lifestyle. It’s not just about cool design.

HOTELS: With Kimpton’s collection of independent properties, do you view the new lifestyle concepts by the big chains as competitors?

Leondakis: We view everyone as a competitor. But it’s a good thing in a way as well because it has brought a lot of attention to the boutique segment from the consumer standpoint, and it’s helping to

build more trust from the consumer in boutique hotels. But from a lifestyle experience standpoint, we’ve been doing this for a long time, and we have a lot of facets to our experience, not just design.

HOTELS: How is Kimpton’s focus on diversity a differentiator?

Leondakis: It’s all about flexibility and meeting the needs of our diverse employees and customers. For example, we allow our employees to use paid holidays to celebrate whatever holiday they choose in lieu of the [set] holiday. We also have employee councils to advise us on the needs of our customers because they’re

every date was the date of the opening. Rather than say that can’t be done, we got creative and put another GM in the pre-opening role—creating a special job for someone who wanted that opportunity—and then had her come in as the GM post opening. We hadn’t done that before, and it required creativity and flexibility on our part, and it was very successful.

What we learned was that with her coming in right after opening, she was energized, excited, ready to go. It was a learning opportunity for us, and she was just thrilled that we created a special arrangement for her. And the loyalty that engendered as a result was fantastic.



“The personalization of the employee experience is critical to the personalization of the guest experience. So maintaining and growing that culture as we expand is a big focus for me.” —Niki Leondakis

the ones on the front lines, and we as a company want to serve their needs better. We want to give that sense of belonging both for customers and our employees.

HOTELS: As a top executive in an industry still dominated by men, how does Kimpton promote the development of women in the business?

Leondakis: We actively seek out women leaders. This business has definitely changed since I entered it 25 years ago, but we still have a ways to go because our industry is challenging for women to maintain balance. We focus on creative solutions to make it easier for women to balance their lifestyle needs. It requires us to be less traditional in our perspective of how the job gets done.

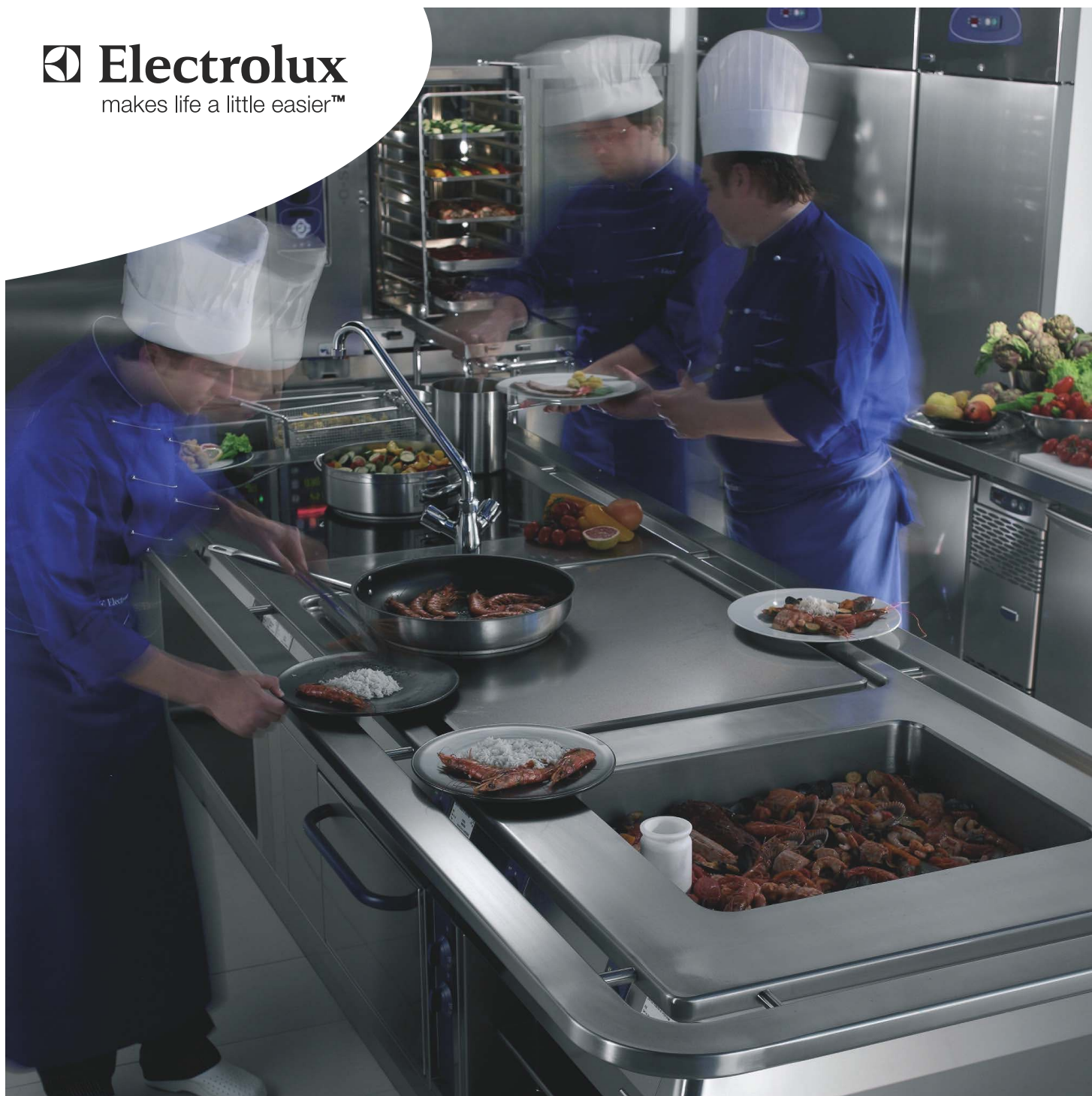
HOTELS: Any examples?

Leondakis: We had a [pregnant] female general manager who wanted to be the opening GM of a new hotel, but her deliv-

HOTELS: Kimpton’s portfolio is expanding more aggressively than ever before. What are the biggest challenges?

Leondakis: Developing and finding the talent. When you expand this quickly, promoting from within as well as recruiting talent while keeping the bench strong is a challenge.

The second challenge is to continue and grow our corporate culture as we expand geographically. One of the risks with expanding so rapidly is losing the various things that make us Kimpton in the first place. Our corporate culture is very strong; there’s a direct correlation between how our employees feel about our culture and their work environment and the experience and care our guests receive. The personalization of the employee experience is critical to the personalization of the guest experience. So maintaining and growing that culture as we expand is a big focus for me. ♦



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The recently renovated Doubletree Grand in Miami is reaping great rewards by hosting visiting film crews.

choice for press junkets for both local and national clients. "The last two years have been phenomenal. Miami has become such a hot destination. We do 12 to 15 press junkets a year; a lot of them in the summer," says Alexandra Wensley, director of communications. One to two of those is a big national junket where clients are booking luxury suites for talent and hospitality suites for press. "The revenue that brings in is

Leveraging Hollywood Hoopla

MIAMI Over the past couple years, South Florida has become a hot spot for filming and promoting movies, much to the benefit of the hotel industry. From boosting off-season occupancies to hosting press junkets and creating movie-related packages, smart hoteliers are learning how to leverage this influx of Tinseltown visitors and the numerous revenue opportunities they bring to the market.

One hotel benefiting significantly from the onset of film crews is Miami's **Doubletree Grand**. While the hotel takes advantage of corporate parent **Hilton Hotels Corp.**'s relationship with a number of Hollywood studios, the hotel shows its own commitment to capturing this business with a dedicated sales manager who only handles the entertainment industry. "We've had a dedicated sales aspect for the last couple of years," says Jeff Spaccio, director of sales and marketing. "We also advertise in location publications to look for leads on what crews are coming here. And we attend industry trade shows."

The hotel is well positioned to capture long-term crew business (they often stay weeks or months at a time) because it is a mixed-use property with 152 guestrooms and 50 one- and two-bedroom condominiums with full access to all hotel services and amenities. Currently, the production crew for the new film version of the hit television series *Miami Vice* is occupying about 30 of the condos, yielding about US\$500,000 in revenue in a season where it would be common for those units to sit empty. Also helping to attract this business is the hotel's central location and the fact that it has four restaurants, a grocery store and deli, dry cleaner, hair salon and bank all on the premises.

"We call it good, clean business. It's not very high maintenance because they are away from the hotel much of the time," Spaccio says. "The only special thing we offered them [to win the business] is additional housekeeping services. Usually it's once or twice a week in the condos, and we're giving them an extra day."

Despite how easy this business may seem, Spaccio says when negotiating the terms of the deal, it is crucial that a hotel understand and can meet this type of customers' particular needs. For example, he says, time is a huge issue because they work odd hours. That means, for example, that the hotel must be able to accommodate late-night meals or maid service.

Dealing with the crew, however, is different than handling the talent. The **Mandarin Oriental Miami** has become the site of

phenomenal when you realize that on average those suites go for US\$1,500 a night," she says. While local junkets only book rooms for a couple of nights, the big national junkets can last a couple weeks. The hotel will only accommodate this business in the summer months when occupancy is typically low. Another reason to limit them to summer is that these groups also like to conduct interviews throughout the hotel, and Mandarin does not want to disturb its other guests, Wensley adds.

The key to retaining this business, she says, is all about execution. "We attribute our success in this segment to our highly personalized service. The hotel has to be very knowledgeable about how [to orchestrate] it. It's all about privacy, service, efficiency. By now our staff knows how to work with different entertainment groups to go above and beyond what's needed to get them coming back."

While Wensley would not divulge if the hotel was hosting the stars of the *Miami Vice* movie, filming has created quite a buzz around town. With that, the new **Bentley Beach Hotel** in South Beach is hoping to capitalize on that buzz with its "Modern Miami Vice" package. "The purpose of the package is we want guests to live the Miami Vice experience," explains Maria Suarez, assistant sales manager for the deluxe hotel.

The package comes with a high price tag—US\$18,000—for a three-day/two-night stay that includes accommodations in the 3,500-sq. ft. (325-sq. m) penthouse with 1,500-sq. ft. (139-sq. m) rooftop terrace; half-day power boat rental with driver; three-day Ferrari 360 Modena Spider rental; US\$200 gift certificate at Armani Exchange; VIP service at Prive, a trendy South Beach restaurant; men's haircut by top stylist; and a DVD set of *Miami Vice*'s first season.

"We're trying to position the hotel as trend-setting. We saw this as an opportunity to differentiate ourselves and let customers know we're the new luxury hotel on South Beach," adds Adam Leon, area director of sales and marketing. "It invites guests to live like a celebrity. Although the price of the package is high, if guests were to put all aspects of it together individually, the cost would be much higher. So it is a definite value." For those whose pockets may not be as deep, the hotel offers the same package with accommodations in its two-bedroom, 1,000-sq. ft. (93-sq. m) suite for US\$10,000. ♦

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Park Hyatt Selling High-End Art

CHICAGO Hyatt Hotel Corp.'s Park Hyatt brand has a new twist on hotel retailing: selling high-end limited edition art without making any money on it—at least not directly.

Through the Fine Art By Hyatt program, guests now are able to purchase signed and numbered reproductions of neoclassical pieces by contemporary artists via an in-room television channel and the new fineartbyhyatt.com Web site. Complimentary coffee-table art books and DVDs in guestrooms also preview what is for sale, and guests can contact collection curators through a toll-free number.

There is even the opportunity to purchase original works at a “celebration of art,” a sort of traveling show in which two selected artists’ creations are showcased along with other works in the Fine Art By Hyatt collection. The company’s goal is to host one such event every two months in a different Park Hyatt, featuring different artists at each hotel. “This is an amenity that no other hotel company

offers,” says Scott Mason, director of special projects for Fine Art By Hyatt.

The program is a partnership with Destiny Fine Art, a Sedona, Arizona-based company that selects and sells the art. Hyatt Hotels Corp. gets only “a small percentage” of any sales intended to cover the cost of hosting on-site galleries at each Park Hyatt, according to Mason. Destiny covers all other expenses, including those associated with the complimentary books and DVDs in guestrooms.

The real purpose of the program, Mason says, is to establish a competitive advantage. “This was an opportunity to do something unique,” he says. “It’s about having a niche that no one else has that might increase market share for us.”

Unlike most products sold by hotels, the works in the Fine Art By Hyatt collection are not part of the furnishings found in the 22 Park Hyatt properties. Rather, they were chosen to fit the “more intimate settings” of private homes. The



Park Hyatt offers Gary Benfield's “Rosa.”

60 initial offerings come from a group of 20 internationally recognized artists. Prices range from US\$350 for a Gary Benfield serigraph to US\$14,800 for an original bronze sculpture by the Vietnamese artist Tuan (a US\$16,800 Tuan sculpture recently sold at the first “celebration of art” in Chicago). Selections will be updated quarterly.

If art turns out to be popular with Park Hyatt guests, it could be offered at other Hyatt properties in the future. “We want to see what type of interest in-house guests as well as top clients have,” Mason says. ♦

Choice Ponders Another New Brand

SILVER SPRING, MARYLAND

Executives at **Choice Hotels International** are encouraged by the economic opportunity of the extended-stay segment and have developed a concept and prototype for possible entry into the economy extended-stay market.

Showcased to franchisees for feedback at the company’s

annual convention in Las Vegas in May, Choice is looking to distinguish the concept on a rich interior design and high quality finish. To do so cost-effectively (Choice is aiming for US\$27,000 to US\$29,000 per key in construction costs for owners), the company is considering sacrificing space—concept rooms

are just 225 sq. ft. (21 sq. m) and feature one double bed, open closets and shower-only baths. But all rooms still would contain a kitchen with a small table and two chairs.

Choice already has one extended-stay brand in MainStay Suites, which saw slower growth for a while but has started to take off following changes to training programs, franchise services and local sales support. Encouraged by MainStay’s growth (15 to 20 currently in the pipeline, according to Dave Goldberg, senior vice president, brand strategy) and the segment in general, Choice looks to be headed toward rollout of the new concept. Though not definite at this point, stage-wise the

concept looks as though it could be ready for a 2006 debut. There is one big step still to come, however: a name.

“By the time we launch the brand we’ll have a name,” Goldberg says. “There’s not a huge need to have one before that point.”

Although there are several players in the extended-stay arena, Goldberg sees only one or two companies as big players and feels nobody is dominating the market. “I think that’s part of the opportunity,” he says. “In terms of franchised hotels, there’s not a dominant extended-stay franchise company out there. And we don’t compete against (non-franchise brands) for developers and franchisees.” ♦

Choice’s prototype of a new economy extended stay brand.



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Symon Bridle is appointed COO for Shangri-La Hotels and Resorts, Hong Kong... Millennium & Copthorne Hotels & Resorts names **Sudheer Raghavan** president, the Americas... **Scott Gibson** becomes chief information officer and senior vice president of distribution at Best Western International...

Pete Koerner joins Kimpton Hotels, San Francisco, as national director of facilities... Orient-Express Hotels names **Alistair Ballantine** director of sales and marketing, the Americas... Kerzner International appoints **Howard Pickett** chief marketing officer... **John Alexander Girard** becomes vice president of marketing and operations for Marco Polo Hotel Group and **John Berndt** becomes general manager (GM) and area director of Marco Polo Hotels in Hong Kong... Hyatt Regency Auckland appoints **Michael Golden** GM... **Kellvin Ong** is promoted to GM of Rendezvous Hotel Singapore... **Stefan Hilgers** becomes GM, Domina Inn Shodlik, Tashkent, Uzbekistan... **Angie Hines** is named GM, Hotel Indigo, Chicago... **Ian Pullan** is the new GM at The Fairmont Orchid, Hawaii... **Larry Lepinski** is named vice president and GM of L'Auberge du Lac Hotel & Casino, Lake Charles, Louisiana... **John Rolfs** becomes GM, The Ritz-Carlton, South Beach, Miami Beach, Florida.

gostelow report

Grupo Istmo CEO Alan Kelso is the visionary leading the 14-year plan to develop no more than 30% of the 2,250 acres (911 ha) of the Papagayo Peninsula in Costa Rica. Already, as well as a **Four Seasons** resort, residences and Arnold Palmer golf course, Kelso plans two more golf courses, a 350-berth marina with surrounding village and a further six luxury resorts. So far only two concepts are being considered in conjunction with Ronald Zurcher, environmentally talented architect of the armadillo-like Four Seasons buildings. One may well be a second Four Seasons, with about 60 rooms and aimed exclusively at privacy-seeking adults. Another is rumored to be **St. Regis**. The other six developments so far appear to be open to bidding companies in the luxury sector.

About 1,200 acres (485 ha) of Canouan Island in St. Vincent and the Grenadines are being developed by **Canouan Resorts Development Ltd.**, led by Chairman Antonio Saladino of Lugano, Switzerland-based Banca Gesfid. His on-island CEO and fellow investor in the island is entrepreneurial lawyer Achille Pastor Ris. Canouan Resorts Development Ltd. has already given Canouan an airport, brought in essential utilities and built a golf course, casino and resort. In 2003, it brought in two significant international partners. First, Donald Trump has taken over management of the casino and Jim Fazio-designed golf course, and he is handling sales and marketing for 80, three-acre residential lots plus already-built residential villas. In addition, **Raffles International**, the hotel management arm of CapitaLand Ltd., Singapore, has given its name to the resort, which it has managed since re-opening July 2004. Now, says Pastor Ris, there is room to think about an additional hotel, perhaps an eco-friendly or boutique property.

Didier Primat, CEO of Curacao-registered **Primwest Holding NV**, wants to create the ultimate destination in the Irish countryside. His company owns the old Guinness family home of Luttrellstown Castle covering 600 acres (243 ha) under half an hour's drive from central Dublin. What is now a 14-room hotel will be expanded to give a further 100 rooms with a golf course and a spa to create world attention.

Ali Al-Hamdy, managing director of **Nesco Egypt for Tourism Investments**, Sharm el Sheikh, Egypt, has many projects under way. In Syria, Nesco is negotiating with the government to establish historic and business properties in the capital, Damascus. In the Egyptian capital, Cairo, Nesco plans a 5-star hotel in a mixed-use development on the bank of the River Nile next to the World Trade Center. In its home base city of Sharm el Sheikh, Nesco plans a 220-room hotel for which it still needs a management company. In addition it has a further plot for a luxury spa hotel.

In Latvia, Nesco owns the already-open 150-room **Kemer Kempinski Palace Hotel** in Jurmala, near the original Kemer Sacred Springs where it is turning a two-centuries-old sanatorium into a modern 180-room sanatorium and 40-bed plastic surgery clinic. It is looking for a partner for the spa side of this property. In Morocco, there are two projects: **Kempinski Hotels, Resorts and Palaces**, Geneva, will operate the 253-room **Royal Palace Agadir**, and an operator is still sought for a 250-room project in the Agudel Gardens area of Marrakech.

In Dubai, **Ritz-Carlton** Area Vice President Marc Dardenne is looking forward to his second project, the 330-room **Ritz-Carlton Dubai International Financial Centre**. The Ritz-Carlton Hotel Company is on the lookout for sites in Beirut and Cairo. Ed Fuller, president and managing director, **Marriott International**, says he, too, is looking for partners in Lebanon. He is also keen on all the Emirates, especially Abu Dhabi, and he would like an entry into the Sultanate of Oman.

Mary Gostelow, Contributing Editor

Send your news via e-mail to: mary.gostelow@wowtraveler.net



HOT TYPE

“You really want someone showering in your bedroom?”

— **Roger Thomas**, executive vice president, Wynn Design and Development, on the trend toward bathrooms that open into guestrooms



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New Luxury Hotel Gets Under Way In Bermuda

BERMUDA Plans for the Tucker's Point Hotel & Cottages have been approved by the government of Bermuda, paving the way for its construction. The development will have three entities: the 104-room Hotel & Spa, with one-third of the units configured as suites and studios in a collection of cottages; The Residence Club, a fractional ownership facility; and Harbour Court, a full-service condominium complex. All three entities will enjoy the services of a first-class hotel: housekeeping, food and beverage, and concierge among them.

The Residence Club, already well under way, will open in November. Harbour Court will follow in phases in late 2006 and the main hotel will debut in late 2007.

The hotel, at a cost of more than US\$800,000 per room, is Bermuda's first new luxury resort in more than 30 years. It will feature a Bermudian cottage colony style of architecture and luxurious classical interiors. Anchored by a Manor House on the crest of a hill, clusters of cottages will cascade down the hillside to the waters of Castle Harbour. Every guestroom and suite will have an expansive balcony commanding water views, and the cottages and Manor House suites have fireplaces, wet bars and sitting areas.

The restaurant, with broad terraces, will sit on a hillside affording sunset views. A 5,000-sq.-ft. (465-sq. m) conference center is configured to host the meeting and dining requirements of executive retreats, board meetings and social events.

Loews Develops New Property At Lake Las Vegas Resort

HENDERSON, NEVADA Loews Hotels will build its first hotel in Nevada at Lake Las Vegas Resort, a residential, golf and resort community minutes from the Las Vegas Strip. Groundbreaking is scheduled for 2006 with a grand opening slated for 2008.

The Loews Lake Las Vegas Resort will have an estimated 400 rooms with 40 suites and will feature 40,000 sq. ft. (3,716 sq. m) of meeting space, two restaurants, a lobby bar, a pool bar, two outdoor pools with whirlpools, pool cabanas, a kids club and a 20,000-sq.-ft. (1,858-sq.-m) destination spa, in addition to other resort amenities. The hotel also will feature a large exhibit center to accommodate large meeting and conference groups.

In keeping with the resort's theme, the Loews Lake Las Vegas Resort will feature Mediterranean architecture. Hill Glazier Architects Inc. has signed on as the architectural firm.



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W Goes Hollywood With New Hotel And Residences

HOLLYWOOD W Hotels Worldwide has announced plans for a new W Hotel & Residences in the Hollywood district of Los Angeles, scheduled to open in 2008. HEI Hospitality and Gatehouse Capital will jointly develop the property, which will be operated by Starwood Hotels & Resorts Worldwide.

Located at Hollywood & Vine, the W will neighbor the Kodak theater, home to the Oscars. The hotel will feature approximately 300 rooms and 150 W residences, a signature restaurant, a rooftop bar, a branded 9,200-sq.-ft. (855-sq.-m) spa and a 25-yd. (23-m) lap pool.

The residences will be a mix of one-, two- and three-bedroom units with views of the Hollywood sign. Residents will have access to the amenities enjoyed by hotel guests, including 24-hour roomservice, daily housekeeping and concierge services, as well as exclusive access to a private rooftop pool and fitness center.

The W Hollywood will offer W Hotel's signature Living Room experience, a place where guests and residents can sip and socialize on the adjoining outdoor terrace and rooftop club. The hotel's other distinctive elements will include substantial luxury retail space; 16,000 sq. ft. (1,486 sq. m) of meeting, banquet and pre-function space; and Wired, a full-service business center open 24 hours.



Six Senses To Establish Evason Hideaway In Oman

OMAN Bangkok-based Six Senses Resorts & Spas plans to develop an Evason Hideaway at Musandam in the Sultanate of Oman. The US\$27 million boutique property will consist of 85 pool villas and suites with a private marina surrounded by a mountainous area with a 1.6 km (1 mi.) beach at Zighy Bay. It is scheduled for completion by the end of 2006.

Evason Hideaway at Zighy Bay will offer a choice of dining alternatives, from a hilltop restaurant serving international cuisine to a central coffee shop that features regional specialties. The resort's focus on service will be evidenced by personal pool villa butlers.

A spa operated by Six Senses Spas will offer eight treatment rooms and focus on holistic wellness and rejuvenation. It will offer a full menu of treatments including the signature Sensory Journey.

Guests will have the choice of three arrival experiences: A scenic 10-minute speedboat ride, a drive down from the top of the hill overlooking the bay, or arrival as a companion passenger with the Hideaway's professional paraglider.

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▶ Further information on www.thenewdimension.biz



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Starwood Vacation Ownership Building New Hawaiian Resort



MAUI Starwood Vacation Ownership has broken ground on its newest Hawaiian resort, The Westin Ka'anapali Ocean Resort Villas North in Maui. Adjacent to the Westin Ka'anapali Ocean Resort Villas, the new beachfront resort will have 258 lock-off units upon completion in 2007.

The resort will feature a separate children's area with a pool, clubhouse and play area. Central to the main courtyard and running from the clubhouse to the ocean will be a terraced water feature that includes a river pool. The restaurant and spa will overlook this scenic courtyard. The Hawaiian designed architecture of The Westin Ka'anapali Ocean Resort Villas North will provide a great deal of variation and contrasts, providing guests with excellent views of the Pacific Ocean, the islands of Lanai and Molokai, and access to Ka'anapali North Beach.

The initial phase of the new resort, which will include 128 units, a clubhouse, a large spa, a restaurant, a general store and kids club, is expected to be ready for occupancy in spring 2007. Subsequent phases will include an additional 130 villas.

Westin Resort Breaks Ground In Dominican Republic

DOMINICAN REPUBLIC Westin Hotels & Resorts is preparing to open the first North American branded resort in the Dominican Republic, The Westin Roco Ki Beach & Golf Resort, in November 2006.

Located on the eastern shores of the country, near Punta Cana, the resort will offer 315 guest accommodations, mostly with ocean views, including 20 Jungle Luxe Bungalows and 56 two- and three-bedroom luxury condo units. All guestrooms will be outfitted with Westin's signature Heavenly bed, and guests will have the pleasure of the resort's Heavenly Bath as well: custom-designed dual showerheads with a choice of spray options, invigorating bath products and plush bathrobes.

The hotel also includes an 18-hole championship golf course, an 18,000-sq.-ft. (1,672 sq.-m) spa, seven restaurants, seven elegant lounges and bars, a gourmet market, six tennis courts, six swimming pools, an aquatic sports complex, a 2,700-sq.-ft. (251 sq.-m) activity center for kids, a marina and more than three miles of white sandy beach.

Finally, the resort will feature 20,000 sq. ft. (1,858 square meters) of versatile meeting and conference space in 14 different rooms, the largest accommodating more than 700 people. All public and function space areas will have wireless Internet access.

Construction Hot Line: To report information on hotel construction and renovations, contact Derek Gale, phone: 1.630.288.8263; e-mail: derek.gale@reedbusiness.com

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By Karyn Strauss, Associate Editor & Mary Scoviak, Contributing Editor

Among the corporate chains, the big will get bigger. No question," says Arthur Adler, managing director and CEO, the Americas, Jones Lang LaSalle Hotels, New York City. *HOTELS'* annual ranking of the world's biggest hotel companies bears that out. The top 25 corporate hotel companies took advantage of a hot deal pace in the United States, recovery in Asia and the unbranded potential of Europe and the Middle East to grow, collectively, by about 25,000 rooms over the previous year.

Who stays on top will come down to brand power. Watch for new brand rollouts and acquisitions aimed at diversification. "There will be more consolidation as single brands try to build themselves into segment-spanning companies," says Thomas Keltner, president, brand performance and development group, Hilton Hotels Corp. Global Hyatt has already done that with the acquisition of U.S. Franchise Systems and AmeriSuites (scheduled for a new look and probably a new name by year's end).

New launches will be as important as acquisitions for companies such as InterContinental Hotels Group, which can afford to nurture its start-up, boutique-inspired Indigo, or Starwood Hotels & Resorts, which just announced a new limited-service version of its W hotels and will roll out a Westin extended-stay brand shortly as well.

"In the United States, the footprint of the big brands is saturated. Sure, there are opportunities for new builds and conversions, but not on the scale of the numbers for new limited-service and all-suites brands," says Chuck Tomb, senior vice president of development, Starwood Hotels & Resorts.



HOTELS' 325 ranking reveals biggest chains still growing by leaps and bounds.

GIANTS

Keltner disagrees on the saturation issue. "Hilton and Marriott have only 8% of the industry supply in terms of rooms. Compare that to the airlines," Keltner says.

One point that draws no argument is the potential for growth outside the United States. To capitalize, chains are going to have to be more flexible—both in their approach to the marketplace and in how they co-brand, says Jay Witzel, president and CEO, Carlson Hotels Worldwide. "India and China still are 4- and 5-star markets. That may not change for three to five years, but it will change, and that will mean more mid-tier opportunities. We are already seeing the start of that in India," Witzel says.

David Michels, CEO, Hilton Group, sees competition heating up. "It is not going to be the folks with the fastest in-room Internet who win the race. This is an old-fashioned industry. It is about service, brand, location," he says. Nor will growth outside of the United States be fueled by a something for everyone approach. "Can a chain sweat over managing 20 to 30 brands? Will the customer even remember?" he asks.

That is what makes differentiation critical to brands seeking growth—whether it be giants creating a sharper image or start-ups. "One of the biggest challenges facing chains is clear brand differentiation," says Peter Strebel, executive vice president and chief marketing officer, Cendant Hotel Group. "In a time when decisions are made in a matter of seconds on the Internet, brands have become more valuable than in the past. Mass media is changing; radio and television audiences are different. The challenge is to maximize your marketing efforts to get more bang for your buck. I expect some new brands will be emerging that will capitalize on the growing younger market."

The Winners

Brands on the companies to watch list: Beyond the major players in the top ranks, Mark Wynne Smith, CEO, Europe, Jones Lang LaSalle Hotels, London, ranks NH Hoteles and Golden Tulip/TOP Hotels as noteworthy up and comers. "They are aggressive; they fight for each asset. What Golden Tulip/TOP has achieved shows it can make headway even against the large brands," Wynne Smith says.

David Katz, CIBC World Market Corp.'s director, lodging and gaming, says Starwood "appears to be winning the

brands races because they seem to have a more sophisticated approach to branding and innovation." Hilton and Marriott "have indicated their portfolios are mostly complete, so growth will have to come organically, which is reasonable given positive fundamentals." Among the hungry companies in the next rank, watch LaQuinta. "They focus on the limited-service, midscale segment, which is a great value proposition and is growing by leaps and bounds," Katz says.

Adler likes the prospects for all of the giants. In the next tier, Omni and Wyndham are on his radar. But he doesn't discount the niche players. "There are reasons why Kimpton, Rosewood, One&Only and Joie de Vivre exist and will continue to exist. As long as they continue to understand their customers and their niche, they will do very well," Adler says.

From a European perspective, brands to watch are Malmaison, Premier Travel Inn, Six Senses, Staybridge Suites, Travelodge... to name but a few, according to Russell Kett, managing director, HVS International, London.

The Losers

The most vulnerable companies for 2005 and beyond will include:

Mid-scale with food and beverage.

"This sector has been contracting for the last eight to nine years. It does not resonate with consumers," Keltner says.

Brands that fail to innovate. "Some hotels are about today and yesterday. You have to be about today and tomorrow. That's the way to attract a younger market who can drastically grow your loyalty programs and drive more business," Tomb says.

Brands without a clear identity.

"They are going to lose traction," Witzel says. Other trouble spots: lack of a global presence and inadequate marketing muscle.

Small, non-niche players. "If the hotel industry is to make a real impact in the world commercially, then the companies simply must get bigger and, by implications, their brands must become more prominent," Kett says. "This inevitably will lead to fewer brands but, at least from a European perspective, there are too many weak brands with no real identity or equity. Most are simply company names, not brands. So yes, acquisitions are a must; the real question is 'who is dining and who is dinner?'"

Companies That Franchise The Most Hotels

Company	Total Franchised	Total Hotels
Cendant Corp.	6,396	6,396
Choice Hotels International	4,977	4,977
InterContinental Hotels Group	2,971	3,540
Hilton Hotels Corp.	1,900	2,259
Marriott International	1,658	2,632
Accor	949	3,973
Carlson Hospitality Worldwide	864	890
Global Hyatt Corp.	505	818
Starwood Hotels & Resorts Worldwide	310	733
Louvre Hotels (Societe du Louvre)	307	887

Companies That Manage The Most Hotels

Company	Hotels Managed	Total Hotels
Marriott International	889	2,632
Extended Stay Hotels	654	654
Accor	535	3,973
InterContinental Hotels Group	403	3,540
Tharaldson Enterprises	360	360
Global Hyatt Corp.	316	818
Interstate Hotels & Resorts	306	306
Starwood Hotels & Resorts Worldwide	283	733
Louvre Hotels (Societe du Louvre)	227	887
Hilton Hotels Corp.	206	2,259

Source: HOTELS' Giants Survey 2005

Companies In The Most Countries

InterContinental Hotels Group	100
Accor	90
Starwood Hotels & Resorts Worldwide	82
Best Western International	80
Hilton Group plc	78
Carlson Hospitality Worldwide	70
Marriott International	66
Le Méridien Hotels & Resorts	56
Golden Tulip Hospitality/THL	47
Cendant Corp.	44
Global Hyatt Corp.	43
Choice Hotels International	42
Rezidor SAS Hospitality	41
Club Méditerranée	40
TUI AG/TUI Hotels & Resorts	28

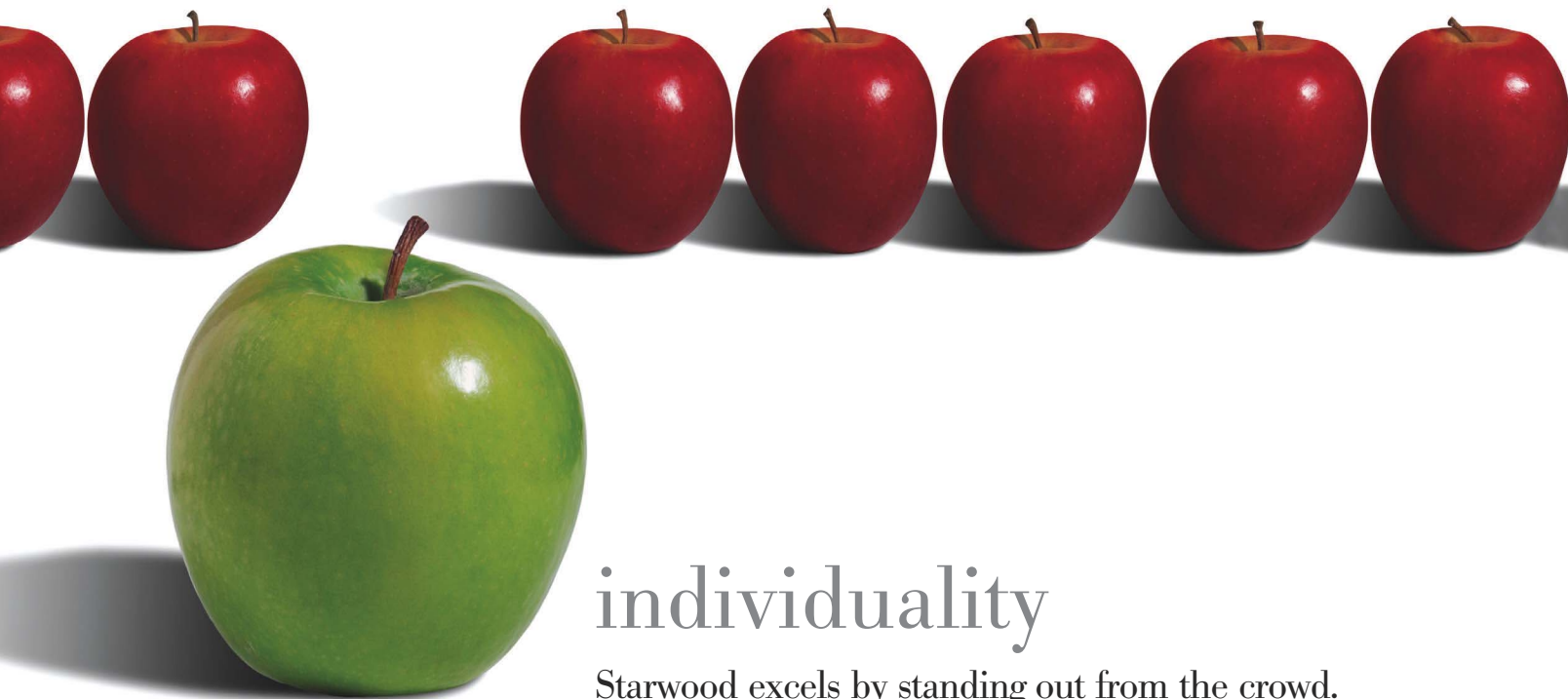
Source: HOTELS' Giants Survey 2005

About The Ranking

Data for HOTELS' 325 is gathered through a questionnaire sent to company contacts, who are asked to report the number of hotels and guestrooms as of December 31, 2004.

Companies that do not respond are subject to an estimate with data collected through the use of public information and various industry sources. All companies ranked with estimated data have an asterisk next to their name.

In some cases, rooms and hotels are counted more than once because HOTELS chooses to separately report data from owners, managers and franchisors on the same list. For example, Carlson Hospitality Worldwide's data includes properties managed or franchised by its joint-venture partner Rezidor SAS Hospitality, which has its own listing in the ranking.



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HOTELS

WESTIN

Top to Bottom, Left to Right: Sheraton Chicago Hotel & Towers, Illinois, Four Points by Sheraton San Francisco International Airport, California, The St. Regis New York, New York, Palace Hotel, California, W Chicago City Center, Illinois, The Westin Diplomat, Florida

HOTELS' CORPORATE 300 RANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
1 1	InterContinental Hotels Group Windsor, Berkshire, England	534,202 536,318	3,540 3,520
2 2	Cendant Corp. Parsippany, N.J. USA	520,860 518,747	6,396 6,402
3 3	Marriott International Washington, D.C. USA	482,186 490,564	2,632 2,718
4 4	Accor Paris, France	463,427 453,403	3,973 3,894
5 5	Choice Hotels International Silver Spring, Md. USA	403,806 388,618	4,977 4,810
6 6	Hilton Hotels Corp. Beverly Hills, Calif. USA	358,408 348,483	2,259 2,173
7 7	Best Western International Phoenix, Ariz. USA	309,236 310,245	4,114 4,110
8 8	Starwood Hotels & Resorts Worldwide White Plains, N.Y. USA	230,667 229,247	733 738
9 11	Global Hyatt Corp. Chicago, Ill. USA	147,157 89,602	818 208
10 9	Carlson Hospitality Worldwide Minneapolis, Minn. USA	147,093 147,624	890 881
11 10	Hilton Group plc Watford, Herts, England	102,636 98,689	403 392
12 13	TUI AG/TUI Hotels & Resorts Hannover, Germany	81,398 76,000	285 290
13 12	Sol Meliá SA Palma de Mallorca, Spain	80,834 80,494	328 331
14 17	Extended Stay Hotels Spartanburg, S.C. USA	72,981 50,240	654 472
15 15	Interstate Hotels & Resorts Arlington, Va. USA	68,242 65,250	306 295
16 14	Louvre Hotels (Societe du Louvre) Paris, France	66,834* 66,356	887* 896
17 19	La Quinta Corp. Irving, Texas USA	65,110 43,457	592 363
18 32	Golden Tulip Hospitality/THL Amersfoort, Netherlands	52,148 28,385	534 253
19 16	Wyndham International Dallas, Texas USA	42,900 50,980	157 190
20 18	FelCor Lodging Trust Irving, Texas USA	40,000 45,000	143 161
21 26	Rezidor SAS Hospitality Brussels, Belgium	39,353 34,000	190 162
22 25	Hospitality Properties Trust Newton, Mass. USA	38,489 34,284	285 271
23 33	Whitbread Hotel Company Leagrave, Luton, Bedfordshire, England	36,803 27,558	501 362
24 22	Club Méditerranée Paris, France	36,000* 36,106	100 103
25 24	NH Hoteles SA Madrid, Spain	34,709 34,458	238 239

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
26 41	Riu Hotels Group Playa de Palma, Mallorca, Spain	34,000 25,000	110 106
27 28	Fairmont Hotels & Resorts Inc. Toronto, Ontario, Canada	33,290 32,700	82 82
28 23	Le Méridien Hotels & Resorts London, England	33,000 35,589	135 143
29 35	Jin Jiang International Group Shanghai, China	32,707 27,484	150 120
30 27	CNL Hospitality Corp. Orlando, Fla. USA	31,944 32,822	132 136
31 20	Westmont Hospitality Group Houston, Texas USA	30,000 40,000	200 332
32 30	Barcelo Hotels & Resorts Palma de Mallorca, Spain	28,145 30,917	112 137
33 39	Iberostar Hotels & Resorts Palma de Mallorca, Spain	28,104 25,250	91 74
34 50	Americas Best Value Inn (formerly Best Value Inn) Newbury Park, Calif. USA	27,232 18,576	456 318
35 36	Mandalay Resort Group Las Vegas, Nev. USA	26,600 27,000	12 16
36 31	Caesars Entertainment (formerly Park Place Entertainment) Las Vegas, Nev. USA	26,000 29,000	22 29
37 37	C.H.E. Group plc Edgware, Middlesex, England	25,927 26,942	342 373
38 38	Tharaldson Enterprises Fargo, N.D. USA	25,899 25,899	360 360
39 40	Millennium & Copthorne Hotels plc London, England	25,517 25,114	88 90
40 34	Walt Disney World Co. Burbank, Calif. USA	25,316 27,553	24 27
41 43	Prince Hotels Tokyo, Japan	23,985* 23,859	98* 90
42 44	MGM Mirage Las Vegas, Nev. USA	21,975 23,401	10 13
43 47	Shangri-La Hotels & Resorts Hong Kong, China	21,442 20,227	44 41
44 42	MeriStar Hospitality Corp. Arlington, Va. USA	20,319 24,733	73 92
45 49	Columbia Sussex Corp. Fort Mitchell, Ky. USA	20,121 19,000	65 62
46 59	Royal Host Hotels & Resorts Calgary, Alberta, Canada	20,000 15,500	141 174
47 48	Ocean Hospitalities Portsmouth, N.H. USA	19,572 19,748	123 133
48 78	Washington Hotel Corp. Nagoya, Japan	18,534* 11,825	68* 51
49 52	Dorint Hotels & Resorts Duesseldorf, Germany	17,997 17,811	95 96
50 55	JAL Hotels Company Ltd. Tokyo, Japan	17,631 16,627	56 54

*HOTELS estimate

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HOTELS' CORPORATE 300 RANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
51 60	Grupo Posadas Management Mexico City, Mexico	17,278 15,253	91 80
52 72	Harrahs Entertainment Las Vegas, Nev. USA	17,109 12,181	22 21
53 53	Occidental Hotels Madrid, Spain	16,248 17,574	63 76
54 51	Lodgian Inc. Atlanta, Ga. USA	16,194 18,164	86 96
55 57	Four Seasons Hotels & Resorts Toronto, Ontario, Canada	16,150 16,033	63 62
56 65	Grupo Cubanacan S.A. Havana City, Cuba	15,600 13,266	72 52
57 46	Tokyu Hotels Tokyo, Japan	14,348 20,751	52 75
58 123	Capital Hotel Management LLC Beverly, Mass. USA	14,291 7,500	22 19
59 61	John Q. Hammons Hotels Springfield, Mo. USA	14,290 14,499	59 59
60 63	Drury Inns St. Louis, Mo. USA	14,021 13,540	110 106
61 62	Omni Hotels Irving, Texas USA	13,899 13,770	37 39
62 66	Hospitality International Tucker, Ga. USA	13,535 13,249	282 271
63 77	Equity Inns Germantown, Tenn. USA	13,508 11,875	110 92
64 58	Sunstone Hotel Properties San Clemente, Calif. USA	13,183 15,717	54 78
65 67	ANA Hotels Tokyo, Japan	13,125* 13,125	41* 41
66 64	Steigenberger Hotels AG Frankfurt am Main, Germany	12,961 13,352	77 79
67 69	Southern Sun Hotels (Pty.) Ltd. Fourways, South Africa	12,949 13,010	80 81
68 82	Gran Caribe Hotels Group Havana, Cuba	12,926 11,000	51 48
69 76	White Lodging Services Merrillville, Ind. USA	12,590 11,884	90 88
70 89	Orbis SA Warsaw, Poland	12,483 10,090	68 55
71 71	WestCoast Hospitality Corp. Spokane, Wash. USA	12,323* 12,323	71* 71
72 74	Fujita Kanko Tokyo, Japan	12,012* 12,012	45* 45
73 84	Maritim Hotels Bad Salzuflen, Germany	11,851 10,750	44 40
74 97	American Property Mgmt. Corp. San Diego, Calif. USA	11,550 9,393	42 38
75 81	REWE TOURISTIK Hotels & Investment GmbH Cologne, Germany	11,544 11,148	41 40

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
76 80	Husa Hotels Group Barcelona, Spain	11,460* 11,460	152* 152
77 83	Rica Hotels Billingstad, Norway	11,260 10,900	92 91
78 129	Boyd Gaming Corp. Las Vegas, Nev. USA	11,036 7,300	18 10
79 91	Moevenpick Hotels & Resorts Adliswil, Switzerland	11,000 9,735	50 49
80 87	Fiesta Hotel Group Ibiza, Balears, Spain	10,973 10,314	40 39
81 86	Thistle Hotels plc Leeds, England	10,800 10,500	50 56
82 85	G.S.M. Hoteles Madrid, Spain	10,590 10,655	82 86
83 88	AmericInn International LLC Chanhassen, Minn. USA	10,462 10,245	193 188
84 96	Tishman Hotel Corp. Lake Buena Vista, Fla. USA	10,058 9,408	20 18
85 113	Innkeepers Hospitality Inc. Palm Beach, Fla. USA	10,056 8,040	77 63
86 73	Outrigger Enterprises Honolulu, Hawaii USA	9,895 12,024	43 52
87 92	Danubius Hotels Group Budapest, Hungary	9,519 9,600	68 61
88 104	Hostmark Hospitality Group Schaumburg, Ill. USA	9,453 8,350	33 32
89 102	Remington Hotel Corp. Dallas, Texas USA	9,445 8,548	46 40
90 101	Pandox AB Stockholm, Sweden	9,326 8,700	48 45
91 118	Jianguo International Hotels Ltd. Beijing, China	9,214* 7,823	30* 30
92 111	Princess Hotels & Resorts Reus, Tarragona, Spain	9,197 8,195	24 21
93 115	Gaviota SA Havana, Cuba	9,132* 8,002	35* 36
94 103	Suburban Extended Stay Hotels Atlanta, Ga. USA	9,075 8,534	68 63
95 95	Protea Hospitality Corp. Sea Point, South Africa	9,069 9,481	113 106
96 94	Sunroute Company Ltd. Tokyo, Japan	9,045 9,520	75 73
97 116	Ringhotels Munich, Germany	9,000 8,000	150 150
98 90	Raffles International Singapore	8,868 9,827	28 28
99 105	Innkeepers USA Trust Palm Beach, Fla. USA	8,725 8,311	69 67
100 93	Hospitality Alliance AG Bad Arolsen, Germany	8,576 9,578	69 69

*HOTELS estimate

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HOTELS' CORPORATE 300 RANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
101 110	Atlantica Hotels International São Paulo, Brazil	8,557 8,228	47 43
102 145	Jurys Doyle Hotel Group plc Dublin, Ireland	8,249 6,357	37 30
103 109	Loews Hotels New York, N.Y. USA	8,228 8,228	20 20
104 112	Jameson Inns Atlanta, Ga. USA	8,224 8,139	125 119
105 106	Kokusai Kogyo Hotel Group Tokyo, Japan	8,212 8,301	27 26
106 114	Taj Hotels, Resorts & Palaces Mumbai, India	8,189 8,020	65 63
107 126	Thayer Lodging Group Annapolis, Md. USA	8,041 7,352	23 22
108 75	Janus Hotels & Resorts Boca Raton, Fla. USA	8,000 11,953	56 70
109 107	Boykin Management Co. Cleveland, Ohio USA	7,995 8,273	29 30
110 144	Mandarin Oriental Hotel Group Hong Kong, China	7,750 6,393	26 18
111 127	Kempinski Hotels & Resorts Geneva, Switzerland	7,749 7,327	40 35
112 56	AFM Hospitality Corp. Toronto, Ontario, Canada	7,747 16,096	89 170
113 100	Hankyu Group Osaka, Japan	7,730* 8,738	41* 45
114 120	First Hotels AS Oslo, Norway	7,700* 7,700	60* 60
115 132	Destination Hotels & Resorts Englewood, Colo. USA	7,693 7,172	30 27
116 134	Driftwood Hospitality Mgmt. LLC Jupiter, Fla. USA	7,675 7,039	29 25
117 68	Adams Mark Hotels St. Louis, Mo. USA	7,566 13,100	9 23
118 79	Sage Hospitality Resources Denver, Colo. USA	7,535 11,745	50 85
119 125	Okura Hotels Tokyo, Japan	7,441* 7,441	24* 24
120 121	Winegardner & Hammons Cincinnati, Ohio USA	7,415 7,682	31 32
121 130	Pestana (GP) Hotels Funchal, Portugal	7,405 7,266	75 72
122 201	HEI/Merritt Hospitality Norwalk, Conn. USA	7,373 4,106	24 13
123 131	Cham Palaces & Hotels Damascus, Syria	7,280 7,200	17 19
124 119	CHIP Hospitality Vancouver, B.C., Canada	7,235 7,727	32 33
125 142	Kimpton Hotel & Restaurant Group San Francisco, Calif. USA	7,121 6,417	38 36

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
126 139	Hoteles Hesperia SA Barcelona, Spain	7,036* 6,679	46* 42
127 133	Winston Hotels Raleigh, N.C. USA	7,011 7,071	50 50
128 135	New Otani Company Ltd. Tokyo, Japan	6,931 6,931	21 22
129 122	GF Management Philadelphia, Pa. USA	6,754 7,616	33 37
130 173	LaSalle Hotel Properties Bethesda, Md. USA	6,700 5,128	21 17
131 124	Jolly Hotels SpA Valdagno, Italy	6,700 7,446	45 48
132 143	Sokos Hotels Helsinki, Finland	6,500* 6,400	37* 38
133 154	Rydges Hotel Group Sydney, Australia	6,426 5,900	38 34
134 146	Restel Helsinki, Finland	6,244 6,336	40 37
135 141	Aramark Harrison Lodging Philadelphia, Pa. USA	6,200 6,558	49 51
136 117	Prism Hotels Dallas, Texas USA	6,104 7,935	30 41
137 137	National 9 Inns Salt Lake City, Utah USA	6,093 6,840	130 123
138 140	Romantik Hotels & Restaurants Intl. Frankfurt am Main, Germany	6,090 6,575	180 185
139 147	Davidson Hotel Co. Memphis, Tenn. USA	5,997 6,259	21 23
140 151	Horizontes Hoteles Havana, Cuba	5,988* 5,988	41* 41
141 170	Louis Hotels Ltd. Nicosia, Cyprus	5,952 5,210	27 26
142 152	AC Hotels Madrid, Spain	5,921 5,978	62 60
143 155	Gaylord Entertainment Nashville, Tenn. USA	5,798 5,798	3 3
144 148	Corinthia Hotels International Floriana, Malta	5,784 6,230	20 23
145 128	Budget Host International Arlington, Texas USA	5,760 7,300	157 180
146 160	Aztar Corp. Phoenix, Ariz. USA	5,750 5,500	4 4
147 157	Windsor Hospitality Group Santa Monica, Calif. USA	5,735 5,684	26 25
148 174	Blue Tree Hotels & Resorts São Paulo, Vila Olimpia, Brazil	5,700 5,102	25 21
149 158	Disneyland Resort Paris Marne-la-Vallée, France	5,631* 5,631	7* 7
150 184	Dimension Development Co. Inc. Natchitoches, La. USA	5,604 4,724	35 31

*HOTELS estimate

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HOTELS' CORPORATE 300 RANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
151 98	APA Hotel Ltd. Tokyo, Japan	5,569* 9,200	30* 41
152 241	RockResorts/Vail Resorts Lodging Co. Denver, Colo. USA	5,494 3,143	24 21
153 162	Paradores de Turismo Madrid, Spain	5,492* 5,470	91* 89
154 161	Concord Hospitality Enterprises Co. Raleigh, N.C. USA	5,442 5,499	43 43
155 159	The Procaccianti Group Cranston, R.I. USA	5,401 5,530	23 22
156 164	Dusit Hotels & Resorts Bangkok, Thailand	5,374 5,400	19 22
157 165	Coast Hotels & Resorts Vancouver, B.C., Canada	5,359 5,359	35 35
158 136	Jarvis Hotels Ltd. High Wycombe, Buckinghamshire, England	5,223 6,877	54 65
159 169	Grand Central Management (S) Pte Ltd. Singapore	5,217 5,229	34 34
160 138	Macdonald Hotels plc West Lothian, Scotland	5,207 6,771	65 88
161 193	Highgate Hotels Irving, Texas USA	5,195 4,346	9 7
162 211	Richfield Hospitality Services (SWAN) Englewood, Colo. USA	5,151 3,936	31 25
163 108	ShoLodge Hendersonville, Tenn. USA	5,075 8,250	69 100
164 176	Aston Resort Quest Hawaii Honolulu, Hawaii USA	5,000 5,000	28 30
165 153	Corus Hotels Milton Keynes, England	4,976 5,970	56 71
166 181	Horizon Hotels Ltd. Eatontown, N.J. USA	4,953 4,823	22 21
167 206	Dolce International Montvale, N.J. USA	4,953 3,974	24 19
168 198	Langham Hotels International Hong Kong, China	4,947 4,281	8 8
169 179	Sonesta International Hotels Corp. Miramar, Fla. USA	4,944 4,952	24 27
170 167	Vista Host Houston, Texas USA	4,903* 5,310	42* 45
171 166	Singapore Meritus Intl. Hotels Ltd. Singapore	4,882 5,315	10 11
172 182	ITC Welcomgroup Hotels New Delhi, India	4,838 4,804	61 57
173 180	Rosen Hotels & Resorts Orlando, Fla. USA	4,837 4,837	6 6
174 186	Tarsadia Hotels Newport Beach, Calif. USA	4,832 4,642	17 16
175 168	The Oberoi Group New Delhi, India	4,830 5,291	34 37

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
176 171	Meyer Jabara Hotels West Palm Beach, Fla. USA	4,827 5,151	26 28
177 256	Cornerstone Hospitality Group Kennesaw, Ga. USA	4,800 2,867	44 32
178 150	SuperClubs Super-Inclusive Resorts Kingston, Jamaica	4,794 6,078	16 18
179 70	Queens Moat Houses Hotels Romford, Essex, England	4,791 12,385	32 88
180 163	Ramkota Companies Sioux Falls, S.D. USA	4,788 5,466	26 31
181 —	CSM Lodging Minneapolis, Minn. USA	4,777 —	36 —
182 191	Domina Hotels & Resorts Milan, Italy	4,746 4,404	39 34
183 177	Shilo Mgmt. Corp. (formerly Shilo Inns) Portland, Ore. USA	4,617 4,985	42 42
184 175	Sunburst Hospitality Corp. Silver Spring, Md. USA	4,590 5,021	30 32
185 188	Miyako Hotels Osaka, Japan	4,565 4,565	15 15
186 99	Noble Investment Group Atlanta, Ga. USA	4,532 8,744	25 63
187 216	First Hospitality Group Rosemont, Ill. USA	4,519 3,896	30 27
188 260	Sahid Group of Hotels Jakarta, Indonesia	4,512* 2,802	20* 17
189 156	De Vere Group plc Warrington, Cheshire, England	4,504 5,694	33 43
190 183	Hunguest Hotels Budapest, Hungary	4,498* 4,785	27* 29
191 194	Stanford Hotels Corp. San Francisco, Calif. USA	4,496 4,303	17 17
192 178	JHM Hotels Greenville, S.C. USA	4,467 4,965	30 33
193 —	Longhouse Hospitality Trust Smyrna, Ga. USA	4,425 —	34 —
194 —	HNA Hotels & Resorts Group Haikou, China	4,407 —	15 —
195 —	KSL Resorts La Quinta, Calif. USA	4,407 —	7 —
196 210	Kineth Hospitality Companies North Liberty, Iowa USA	4,387 3,942	32 28
197 190	Kerzner International Ltd. Nassau, Bahamas	4,341 4,477	10 10
198 248	Camino Real Hotels & Resorts Mexico City, Mexico	4,322 3,031	20 15
199 202	Othon Hotels SA Rio de Janeiro, Brazil	4,300 4,083	40 38
200 192	Benchmark Hospitality The Woodlands, Texas USA	4,276 4,378	26 28

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HOTELS' CORPORATE 300 BANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
201 209	Sandals Resorts International Montego Bay, Jamaica	4,273 3,958	18 18
202 —	AMResorts Newtown Square, Penn. USA	4,265 —	11 —
203 195	ZMC Hotels Duluth, Minn. USA	4,242 4,287	38 38
204 187	Berjaya Hotels & Resorts Kuala Lumpur, Malaysia	4,151* 4,627	19* 19
205 200	Cooper Hotels Memphis, Tenn. USA	4,119 4,122	22 22
206 250	Atahotels Milan, Italy	4,053* 3,000	17* 18
207 204	Abou Nawas Hotels Tunis, Tunisia	4,050* 4,050	17* 17
208 208	City Lodge Hotels Ltd. Sandton, South Africa	4,049 3,958	37 36
209 213	Austria Trend Hotels & Resorts Vienna, Austria	4,044 3,919	25 25
210 236	Gloria International Hotels Ltd. Hong Kong, China	4,023 3,301	15 11
211 196	Warwick International Hotels Paris, France	4,014 4,287	30 31
212 219	HHC LLC (Hudson Hotels) Rochester, N.Y. USA	3,996* 3,874	35* 34
213 205	Regal Hotels International Hong Kong, China	3,990 4,008	7 7
214 218	Quorum Hotels & Resorts Dallas, Texas USA	3,981 3,876	15 15
215 203	Crown American Hotels Johnstown, Pa. USA	3,937 4,066	26 27
216 221	Coakley & Williams Hotel Mgmt. Co. Greenbelt, Md. USA	3,936 3,801	26 26
217 212	Sun International Sandton, South Africa	3,936 3,936	24 24
218 249	Paramount Hotel Group Fairfield, N.J. USA	3,920 3,011	31 26
219 217	Sandman Hotels & Inns Vancouver, B.C., Canada	3,882 3,891	31 31
220 244	Marshall Management Salisbury, Md. USA	3,874 3,121	30 21
221 220	DePalma Hotel Corp. Arlington, Texas USA	3,826 3,826	26 26
222 247	The Hotel Group Edmonds, Wash. USA	3,728 3,066	28 22
223 189	Aqua Sol Hotels Ltd. Ayla Napa, Cyprus	3,708* 4,500	40* 46
224 197	RIHGA (Rihga) Royal Hotels Osaka, Japan	3,655* 4,287	13* 15
225 185	Arlington Hospitality Inc. Arlington Heights, Ill. USA	3,612 4,655	50 64

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
226 274	Rim Hospitality Modesto, CA USA	3,594 2,553	22 22
227 266	Imperial Hotels Group Bangkok, Thailand	3,586 2,724	16 11
228 215	B.F. Saul Co. Bethesda, Md. USA	3,575* 3,900	18* 18
229 225	Vila Gale Hotels Lisbon, Portugal	3,550 3,479	16 16
230 214	Shaner Hotel Group State College, Pa. USA	3,514* 3,907	21* 25
231 149	MOA Hospitality Des Plaines, Ill. USA	3,500 6,168	42 75
232 227	Rotana Hotel Management Corp. Ltd. Abu Dhabi, United Arab Emirates	3,466 3,467	17 17
233 45	Marcus Hotels & Resorts Milwaukee, Wis. USA	3,450 21,020	14 199
234 229	Pacifica Companies/Pacifica Host San Diego, Calif. USA	3,438 3,438	23 23
235 230	Hotel Equatorial Group Kuala Lumpur, Malaysia	3,426 3,426	8 8
236 238	Wright Investment Properties Cordova, Tenn. USA	3,414 3,207	20 21
237 224	Daly Seven Danville, Va. USA	3,380 3,500	35 36
238 223	Imperial London Hotels Ltd. London, England	3,355 3,500	6 6
239 234	Amari Hotels and Resorts Bangkok, Thailand	3,329 3,320	15 14
240 246	New Castle Hotels LLC Shelton, Conn. USA	3,314 3,067	20 19
241 233	Starhotels SpA Florence, Italy	3,313* 3,324	20* 20
242 268	Sterling Hotels & Resorts Chicago, Ill. USA	3,300 2,696	19 17
243 258	Hospitality Partners Bethesda, Md. USA	3,289 2,856	16 14
244 222	Vagabond Franchise System Los Angeles, Calif. USA	3,283 3,591	42 44
245 253	SREE Hospitality Group Charlotte, N.C. USA	3,232 2,943	30 28
246 199	Stonebridge Companies Englewood, Colo. USA	3,223* 4,134	29* 37
247 231	Peabody Hotel Group Memphis, Tenn. USA	3,219 3,378	10 11
248 240	Trump Hotels & Casino Resorts New York, N.Y. USA	3,180* 3,180	4* 4
249 257	Buckhead America Corp. Atlanta, Ga. USA	3,173 2,860	61 53
250 299	Family Inns of America Pigeon Forge, Tenn. USA	3,165 2,100	24 24

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HOTELS' CORPORATE 300 RANKING

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
251	MMI Hotel Group	3,109	18
245	Fernwood, Miss. USA	3,067	17
252	Dedeman Hotels & Resorts Intl.	3,108	15
243	Istanbul, Turkey	3,122	15
253	Orient-Express Hotels Ltd.	3,098	31
263	London, England	2,783	30
254	Dan Hotels Corp. Ltd.	3,061	12
239	Tel-Aviv, Israel	3,200	12
255	Allson International Hotels & Resorts	3,032	13
290	Kuala Lumpur, Malaysia	2,189	9
256	Exel Inns of America	3,030	28
262	Madison, Wis. USA	2,794	26
257	Premier Hotel Corp.	2,975	22
—	Atlanta, Ga. USA	—	—
258	Orea Hotels	2,945	29
252	Prague, Czech Republic	2,970	29
259	The Dow Hotel Co. LLC	2,944	10
—	Seattle, Wash. USA	—	—
260	Waterford Hotel Group	2,923	26
232	Waterford, Conn. USA	3,329	29
261	Commonwealth Hotels	2,850	15
264	Covington, Ky. USA	2,770	15
262	Gal-Tex Hotel Corp.	2,834	11
242	Galveston, Texas USA	3,138	12
263	Lindner Hotels AG	2,826	20
281	Duesseldorf, Germany	2,395	19
264	Turin Hotels International	2,807	17
265	Turin, Italy	2,751	14
265	Gouverneur Inc.	2,800	13
261	Montreal, Quebec, Canada	2,800	13
266	Mirvac Hotels & Resorts	2,771*	24*
271	Sydney, Australia	2,648	23
267	Park Lane Hotels International	2,731	5
237	Hong Kong, China	3,237	6
268	Campbell Lodging Inc.	2,723	23
259	Brea, Calif. USA	2,802	24
269	H.I. Development Corp.	2,620*	15*
273	Tampa, Fla. USA	2,620	15
270	Marco Polo Hotel Group	2,611	7
272	Hong Kong, China	2,628	7
271	JJW Hotels & Resorts	2,592	41
267	London, Mayfair, England	2,709	37
272	Morgans Hotel Group	2,579	9
207	New York, N.Y. USA	3,974	12
273	The Peninsula Hotels	2,564	8
235	Hong Kong, China	3,305	9
274	Hotel Lotte Co. Ltd.	2,562	4
228	Seoul, Korea	3,462	5
275	Trigild International Inc.	2,510	17
—	San Diego, Calif. USA	—	—

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
276	Newport Hospitality Group	2,486	24
298	Williamsburg, Va. USA	2,101	17
277	Lane Hospitality	2,479	17
226	Northbrook, Ill. USA	3,469	21
278	Central Hotels & Resorts	2,465	12
300	Bangkok, Thailand	2,094	12
279	Larkspur Hospitality	2,464*	21*
294	Corte Madera, Calif. USA	2,167	17
280	Executive Hotels & Resorts	2,462	17
277	Vancouver, B.C., Canada	2,462	17
281	Swiss-Belhotel International	2,430	14
—	Hong Kong, China	—	—
282	The Falor Companies	2,417	12
172	Chicago, Ill. USA	5,150	25
283	Noble House Hotels & Resorts	2,414	12
279	Bellevue, Wash. USA	2,446	12
284	Seymour N. Logan Associates	2,404	6
296	Chicago, Ill. USA	2,154	7
285	HPL Hotels & Resorts	2,400	9
254	Singapore	2,873	9
286	Orascom Hotel Holdings	2,362	14
270	El Agouza, Mohandessin, Egypt	2,670	15
287	Lodging Hospitality Mgmt. Corp.	2,358	14
275	St. Louis, Mo. USA	2,500	15
288	Hospitality Management Corp.	2,354	17
282	Dallas, Texas USA	2,377	18
289	Carlton Group of Hotels	2,350*	6*
283	Singapore	2,350	6
290	Stamford Hotels & Resorts	2,331	10
284	Sydney, Mascot, Australia	2,331	10
291	The North Central Group	2,331	19
276	Middleton, Wis. USA	2,493	21
292	Woodfin Suite Hotels	2,329	18
285	San Diego, Calif. USA	2,329	18
293	Bayview International Hotels & Resorts	2,319*	11*
286	Singapore	2,307	11
294	HLC Hotels	2,298	23
269	Savannah, Ga. USA	2,691	25
295	Lionstone Hotels & Resorts	2,287*	7*
287	Miami Beach, Fla. USA	2,287	7
296	Expotel Hospitality Services	2,279	11
295	Metairie, La. USA	2,167	10
297	Oak Hotels Inc. (formerly Oak Hospitality)	2,255	12
255	Hopewell Junction, N.Y. USA	2,871	16
298	Joie de Vivre Hotels	2,250	26
—	San Francisco, Calif. USA	—	—
299	Tecton Hospitality	2,240	18
—	Miami, Fla. USA	—	—
300	Outrigger Lodging Services	2,200	14
278	Encino, Calif. USA	2,448	15

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HOTELS' CORPORATE 300 RANKING

Top Companies By Number Of Hotels

Chain	Hotels	Chain	Hotels	Chain	Hotels	Chain	Hotels
Cendant Corp.	6,396	Four Seasons Hotels & Resorts	63	Warwick International Hotels	30	Loews Hotels	20
Choice Hotels International	4,977	AC Hotels	62	Jianguo International Hotels Ltd.	30	Sterling Hotels & Resorts	19
Best Western International	4,114	ITC Welcomgroup Hotels	61	First Hospitality Group	30	Berjaya Hotels & Resorts	19
Accor	3,973	Buckhead America Corp.	61	Prism Hotels	30	The North Central Group	19
InterContinental Hotels Group	3,540	First Hotels AS	60	Sunburst Hospitality Corp.	30	Dusit Hotels & Resorts	19
Marriott International	2,632	John Q. Hammons Hotels	59	Marshall Management	30	MMI Hotel Group	18
Hilton Hotels Corp.	2,259	Corus Hotels	56	JHM Hotels	30	Essex Partners Inc.	18
Carlson Hospitality Worldwide	890	JAL Hotels Co. Ltd.	56	SREE Hospitality Group	30	Boyd Gaming Corp.	18
Louvre Hotels (Societe du Louvre)	887	Janus Hotels & Resorts	56	Sarovar Park Plaza Hotels & Resorts	30	I.M.I.C. Hotels	18
Global Hyatt Corp.	818	Sunstone Hotel Properties	54	Destination Hotels & Resorts	30	Legacy Hotels & Resorts Int'l. Ltd.	18
Starwood Hotels & Resorts Worldwide	733	Jarvis Hotels Ltd	54	Stonebridge Companies	29	Tecton Hospitality	18
Extended Stay Hotels	654	Tokyu Hotels	52	Orea Hotels	29	Woodfin Suite Hotels	18
La Quinta Corp.	592	Gran Caribe Hotels Group	51	Driftwood Hospitality Management LLC	29	Castle Resorts & Hotels	18
Golden Tulip Hospitality/THL	534	Sage Hospitality Resources	50	Boykin Management Co.	29	B.F. Saul Co.	18
Whitbread Hotel Co.	501	Winston Hotels	50	Exel Inns of America	28	Sandals Resorts International	18
Americas Best Value Inn	456	Moevenpick Hotels & Resorts	50	Raffles International	28	Abou Nawas Hotels	17
Hilton Group plc	403	Thistle Hotels plc	50	The Hotel Group	28	Lane Hospitality	17
Tharaldson Enterprises	360	Arlington Hospitality Inc.	50	Aston Resort Quest Hawaii	28	Rotana Hotel Management	17
C.H.E. Group plc	342	Aramark Harrison Lodging	49	Kokusai Kogyo Hotel Group	27	Corp. Ltd.	17
Sol Melia SA	328	Pandox AB	48	Louis Hotels Ltd.	27	Hospitality Management Corp.	17
Interstate Hotels & Resorts	306	Atlantica Hotels International	47	Hunguest Hotels	27	Trigild International Inc.	17
TUI AG/TUI Hotels & Resorts	285	Remington Hotel Corp.	46	Benchmark Hospitality	26	Stanford Hotels Corporation	17
Hospitality Properties Trust	285	Hoteles Hesperia SA	46	Waterford Hotel Group	26	Turin Hotels International	17
Hospitality International	282	Fujita Kanko	45	Windsor Hospitality Group	26	Tarsadia Hotels	17
NH Hoteles SA	238	Jolly Hotels SpA	45	Ramkota Companies	26	Atahotels	17
Westmont Hospitality Group	200	Maritim Hotels	44	Joie de Vivre Hotels	26	Executive Hotels & Resorts	17
AmericInn International LLC	193	Cornerstone Hospitality Group	44	Meyer Jabara Hotels	26	Cham Palaces & Hotels	17
Rezidor SAS Hospitality	190	Shangri-La Hotels & Resorts	44	Crown American Hotels	26	SuperClubs Super-Inclusive Resorts	16
Romantik Hotels & Restaurants	180	Concord Hospitality Enterprises Co.	43	DePalma Hotel Corp.	26	Ayres Hotel Group	16
Budget Host International	157	Outrigger Enterprises	43	Coakley & Williams Hotel Management Co.	26	Creative Hotel Associates	16
Wyndham International	157	Shilo Management Corp.	42	Mandarin Oriental Hotel Group	26	Hospitality Partners	16
Husa Hotels Group	152	American Property Mgmt. Corp.	42	Noble Investment Group	25	Raymond Management Company Inc.	16
Jin Jiang International Group	150	Vista Host	42	Austria Trend Hotels & Resorts	25	Vila Gale Hotels	16
Ringhotels	150	MOA Hospitality	42	Blue Tree Hotels & Resorts	25	Decatur Hotels LLC	16
FelCor Lodging Trust	143	Vagabond Franchise System	42	Princess Hotels & Resorts	24	Imperial Hotels Group	16
Royal Host Hotels & Resorts	141	JJW Hotels & Resorts	41	Okura Hotels	24	Gloria International Hotels Ltd.	15
Le Meridien Hotels & Resorts	135	REWE TOURISTIK Hotels & Investment GmbH	41	RockResorts/Vail Resorts Lodging Co.	24	Quorum Hotels & Resorts	15
CNL Hospitality Corp.	132	ANA Hotels	41	HEI/Merritt Hospitality	24	H.I. Development Corp.	15
National 9 Inns	130	Horizontes Hoteles	41	Sun International	24	Commonwealth Hotels	15
Jameson Inns	125	Hankyu Group	40	Family Inns of America	24	Dedeman Hotels & Resorts International	15
Ocean Hospitality	123	Fiesta Hotel Group	40	Walt Disney World Co.	24	India Tourism Development Corp.	15
Protea Hospitality Corp.	113	Restel	40	Dolce International	24	Miyako Hotels	15
Barcelo Hotels & Resorts	112	Othon Hotels SA	40	Mirvac Hotels & Resorts	24	Amari Hotels and Resorts	15
Equity Inns	110	Aqua Sol Hotels Ltd.	40	Leisure Hotels & Resorts	24	HNA Hotels & Resorts Group	15
Riu Hotels Group	110	Kempinski Hotels & Resorts	39	Newport Hospitality Group	24	Orascom Hotel Holdings	14
Drury Inns	110	Domina Hotels & Resorts	38	Sonesta International Hotels Corp.	24	Lodging Hospitality Mgmt. Corp.	14
Club Mediterranee	100	ZMC Hotels	38	Campbell Lodging Inc.	23	Outrigger Lodging Services	14
Prince Hotels	98	Rydges Hotel Group	37	Thayer Lodging Group	23	Rocco Forte Hotels	14
Dorint Hotels & Resorts	95	Kimpton Hotel & Restaurant Group	37	HLC Hotels	23	Charlestown Management Hotels	14
Rica Hotels	92	Sokos Hotels	37	Pacifica Hotel Co.	23	Sivica Hospitality	14
Paradores de Turismo	91	Omni Hotels	37	Pacifica Companies/Pacifica Host	23	Marcus Hotels & Resorts	14
Iberostar Hotels & Resorts	91	Jurys Doyle Hotel Group plc	37	The Procaccianti Group	23	Swiss-Belhotel International	14
Grupo Posadas Management	91	City Lodge Hotels Ltd.	36	Capital Hotel Management LLC	22	Zimbabwe Sun Limited	14
White Lodging Services	90	CSM Lodging	36	Serena Lodges & Hotels	22	MEI Hotels Inc.	13
AFM Hospitality Corp.	89	Three Cities Group	35	Caesars Entertainment	22	RIHGA (Rihga) Royal Hotels	13
Millennium & Copthorne Hotels plc	86	Dimension Development Co. Inc.	35	Cooper Hotels	22	Allson International Hotels & Resorts	13
Lodgian Inc.	86	Coast Hotels & Resorts	35	Horizon Hotels Ltd.	22	Rosewood Hotels	13
G.S.M. Hoteles	82	Gaviota S.A.	35	Rim Hospitality	22	Gouverneur Inc.	13
Fairmont Hotels & Resorts Inc.	82	HHC LLC (Hudson Hotels)	35	Harrah's Entertainment	22	The Falor Companies	12
Southern Sun Hotels (Pty.) Ltd.	80	Daly Seven	35	Premier Hotel Corp.	21	Oak Hotels Inc.	12
Innkeepers Hospitality Inc.	77	Grand Central Management (S) Pte Ltd.	34	Shaner Hotel Group	21	Mandalay Resort Group	12
Steigenberger Hotels AG	77	Longhouse Hospitality Trust	34	Larkspur Hospitality	21	Noble House Hotels & Resorts	12
Sunroute Co. Ltd.	75	The Oberoi Group	34	Davidson Hotel Co.	21	Lucien Barriere Hotels	12
Pestana (GP) Hotels	75	De Vere Group plc	33	New Otani Co. Ltd.	21	Dan Hotels Corp. Ltd.	12
MeriStar Hospitality Corp.	73	GF Management	33	LaSalle Hotel Properties	21	Central Hotels & Resorts	12
Grupo Cubanacan S.A.	72	Hostmark Hospitality Group	32	Focus Enterprises	21	Coral Hospitality	12
WestCoast Hospitality Corp.	71	CHIP Hospitality	32	Sahid Group of Hotels	20	Expotel Hospitality Services	11
Hospitality Alliance AG	69	Kineth Hospitality Companies	32	Camino Real Hotels & Resorts	20	Gal-Tex Hotel Corp.	11
ShoLodge	69	Paramount Hotel Group	31	Lindner Hotels & Resorts	20	AMResorts	11
Innkeepers USA Trust	69	Orient-Express Hotels Ltd.	31	Tishman Hotel Corp.	20	Banyan Tree Hotels & Resorts	11
Washington Hotel Corp.	68	Richfield Hospitality Services (SWAN)	31	Lindner Hotels AG	20	O'Neill Hotels & Resorts Ltd.	11
Danubius Hotels Group	68	Sandman Hotels & Inns	31	Starhotels SpA	20	Westmark Hotels	11
Orbis SA	68	Winegardner & Hammons	31	Corinthia Hotels International	20	Bayview International Hotels & Resorts	11
Suburban Extended Stay	68	APA Hotel Ltd.	30	New Castle Hotels LLC	20		
Columbia Sussex Corp.	65			Wright Investment Properties	20		
Taj Hotels, Resorts & Palaces	65						
Macdonald Hotels plc	65						
Occidental Hotels	63						



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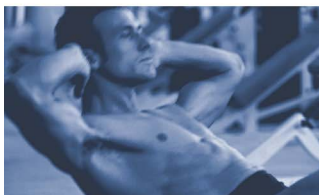
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HOTELS' CORPORATE 300 RANKING

The Largest Hotel Brands

Brand	Rooms	Brand	Rooms	Brand	Rooms	Brand	Rooms
Best Western	309,236	Grand Hyatt	16,412	Gaylord Hotels	5,798	Trump Hotels	3,180
Holiday Inn Hotels & Resorts	278,787	Occidental Hotels	16,248	Corinthia Hotels	5,784	Country Hearth Inn	3,173
Marriott Hotels & Resorts	179,159	Four Seasons	16,150	Budget Host	5,760	Family Inns of America	3,165
Days Inn	153,701	Nikko Hotels	15,999	Luxury Collection	5,748	Dedeman Hotels & Resorts	3,108
Comfort Inns	150,193	Knights Inn	15,540	Danubius Hotels	5,744	Orient Express	3,098
Sheraton Hotels	134,866	Concorde	15,483	Conrad	5,661	Lopesan	3,072
Hampton Inn/Suites	128,003	Homewood Suites By Hilton	14,945	Jameson Inns	5,604	De Vere Hotels	3,062
Holiday Inn Express	126,035	Première Classe	14,781	Apa Hotels	5,569	Dan Hotels	3,061
Super 8	125,844	SpringHill Suites	14,550	Paradores	5,492	Cumulus	3,053
Ramada	119,991	Omni Hotels	13,899	IFA	5,460	PrimaSol	2,984
Radisson Hotels & Resorts	100,733	Flag	13,536	Grecotel	5,457	Hotel/Villa Islazul	2,969
Quality Inns, Hotels & Suites	98,431	ANA Hotels	13,125	Copthorne	5,396	Orea	2,945
Courtyard By Marriott	94,003	Wingate Inns	12,934	Coast Hotels & Resorts	5,359	Lindner Hotels & Resorts	2,826
Hilton Hotels	88,279	Candlewood Suites	12,407	Mandarin Oriental	5,355	Oberoi Hotels & Resorts	2,802
Motel 6	87,860	Kyriad	12,126	LTI International	5,290	Gouverneur	2,800
Mercure	85,352	TOP Hotel	12,084	Macdonald Hotels	5,207	Imperial Hotels	2,724
Hilton International	78,782	Maritim	11,851	Studio 6	5,088	Langham	2,706
Ibis	75,602	TownePlace	11,710	Guesthouse	5,075	Grand	2,687
Novotel	68,340	Husa	11,460	Crossland	5,068	Dai-Ichi	2,669
Hyatt Regency	63,583	Rica Hotels	11,260	Scottish Inns	5,041	Traders	2,647
Crowne Plaza Hotels & Resorts	61,627	Delta Hotels	11,042	Aston Hotels & Resorts	5,000	Signature Inns	2,620
Residence Inn	55,059	Harrahs	11,031	Ohana Hotels & Resorts	4,977	Marco Polo	2,611
Westin	51,283	Moevenpick Hotels	11,000	Corus Hotels	4,976	JJW/Amarante/Me	2,592
Econo Lodge	50,479	Fiesta Hotels	10,973	Sonesta Hotels	4,944	Hotel Lotte	2,562
Fairfield Inns	48,710	G.S.M. Hotels	10,590	Outrigger Hotels & Resorts	4,918	Paradus	2,553
Renaissance Hotels & Resorts	47,459	Washington	10,575	SuperClubs	4,794	Atlantica Hotels	2,552
La Quinta Inn & Suites	46,839	AmericInn	10,462	Queens Moat	4,791	Regent International Hotels	2,543
Howard Johnson	44,923	Red Lion	10,264	Orbis Hotels	4,759	Pacific	2,500
InterContinental Hotels & Resorts	44,516	Rodeway Inn	10,139	Domina	4,746	Marriott Executive Apartments	2,471
Extended Stay America	43,383	Hawthorn Suites	9,860	Shilo Inn	4,731	Peninsula Hotels	2,467
Embassy Suites	42,553	Thistle	9,781	FIESTA	4,620	Central Hotels	2,465
Travelodge	40,476	Park Inn	9,300	Louis Hotels	4,569	St. Regis	2,443
Doubletree	39,520	Princess Hotels	9,197	Miyako Hotels & Resorts	4,565	Swiss-Belhotel	2,430
Sofitel	38,098	Staybridge Suites	9,189	Jian Guo Hotels	4,560	Exel Inns	2,398
Red Roof Inns	38,018	Suburban Extended Stay Hotels	9,075	Jurys Inns	4,515	Carlton Hotels	2,350
NH Hotels	34,709	Protea Hotels	9,069	Sahid Hotels	4,512	Dolce	2,339
Clarion	33,662	Ringhotels	9,000	Hunguest	4,498	Bayview Hotels	2,319
Le Méridien	33,000	Magic Life	8,866	InterCity	4,491	Masters Inn & Suites	2,298
Riu	32,900	Marriott Vacation Club Intl.	8,832	Blue Tree Towers	4,364	Treff	2,274
Comfort Suites	31,845	Steigenberger	8,470	Camino Real	4,322	Norotel	2,234
Wyndham Hotels & Resorts	31,433	Loews	8,228	Othon Hotels	4,300	Legacy Hotels & Resorts	2,189
Radisson SAS	31,400	Taj Hotels, Resorts & Palaces	8,189	Berjaya Hotels & Resorts	4,151	Ayres	2,169
Melia	30,746	B&B Hotels	7,959	Atahotels	4,053	Viva Wyndham	2,167
Jin Jiang Hotels	29,874	Kempinski	7,749	Austria Trend	4,044	Mainstay Suites	2,150
Formula 1	28,423	First Hotels	7,700	Gloria Plaza	4,023	Southern Sun	2,129
Barcelo	28,145	Swissôtel	7,679	Warwick	4,014	Executive Hotels & Resorts	2,076
Iberostar Hotels & Resorts	28,104	StudioPLUS	7,657	Regal	4,008	Sunscape Resorts	2,061
Premier Travel Inn	28,000	Adams Mark	7,566	Sun International	3,936	Westmark Hotels	2,046
Americas Best	27,232	Tulip Inn	7,527	Sandman Hotels,	3,882	Plaza Hotels	2,032
Country Inns & Suites		Amerihost	7,451	Jurys Doyle Hotels	3,734	Sunway Hotels & Resorts	2,005
By Carlson	27,163	Okura Hotels & Resorts	7,441	Aqua Sol	3,708	Royal Princess	1,984
Hilton Garden Inn	26,216	Pestana Hotels &	7,405	Excel Hotel Tokyo	3,698	Helmsley Hotels	1,897
Disney Hotels	25,316	Park Plaza Hotels	7,354	Rihga Royal	3,655	SuiteHotel	1,871
Sleep Inn & Suites	25,015	FIESTA INN	7,306	Vila Gale	3,550	Lucien Barriere	1,861
Etap	24,901	Cham Palaces	7,280	Rotana	3,466	Affinia	1,852
Sol	24,724	Grupotel	7,167	Hotel Equatorial	3,426	ITC Prefixed	1,851
Four Points By Sheraton	24,178	Best Inns & Suites	7,138	Meritus/Mandarin	3,416	Peabody Hotels	1,773
Prince Hotels	23,985	Hesperia	7,036	Coralia Club	3,404	Sebel Hotels	1,704
Campanile	23,980	New Otani	6,931	Paladien	3,402	City Lodge	1,685
Scandic	23,854	TOKYU INN	6,781	R&B Hotels	3,394	Hotel JAL City	1,632
Fairmont Hotels & Resorts	21,925	Jolly Hotels	6,700	Dusit Hotels & Resorts	3,390	Royal Regency	1,632
Millennium	20,121	Red Carpet Inn	6,672	Imperial London	3,355	Rantasipi	1,609
Golden Tulip	19,978	ROBINSON	6,503	Summerfield Suites By Wyndham	3,341	Liechebné Kúpele	1,541
Shangri-La Hotels	18,795	Sokos	6,500	HNA	3,332	WestCoast	1,510
Microtel Inn & Suites	18,685	Rydges Hotels & Resorts	6,426	Amari Hotels & Resorts	3,329	FIESTA	1,500
Ritz-Carlton	18,611	National 9 Inn, Motels & Suites	6,093	Starhotels	3,313	Furama Hotels	1,489
Microtel Inns & Suites	18,288	Romantik Hotels	6,090	Vagabond Inn	3,283	Ashok	1,483
AmeriSuites	18,000	Hankyu	6,069	Calimera Aktiv	3,270	RockResorts	1,474
Dorint	17,997	ARAMARK	5,936	Vail Resorts	3,254	Village Hotels	1,442
Tryp	17,165	AC Hotels	5,921	Tokyu Hotels	3,223	Trident Hilton	1,424
Baymont Inns & Suites	17,030	Iberotel	5,863	Sandals	3,208		
Homestead Studio	16,873	W Hotels	5,836	Sol Y Mar	3,202		

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Seminal Times For Consortia

Leverage is a big factor in who is winning and who is losing the consortia race. It is the driver behind big deals like the consolidation of VIP International and Lexington Services into the new giant, Vantis Corp. But it also is the force behind the expansion of niche players such as Design Hotels and regional consortia who are parlaying a narrowly defined portfolio into maximized reach and capture. By leveraging technology, value-added services and growing consultative service menus, the world's top 25 consortia reached 3,594,742 rooms as of December 31, 2004, or 259,321 more rooms than year-end 2003.

Watch for the fastest-growing consortia to expand their support services, particularly with the rollout of revenue and yield management programs, training programs and initiatives to help members work through the complexities of market demand and channel distribution models. "Companies focusing only on transactions rather than creating or leveraging the buying relationship will become a rare breed. Hotels need and want a marketing and sales partner to grow their business," says Tom Griffiths, WORLDHOTELS' vice president—the Americas.

Kelly Blake, Vantis' president and CEO, predicts the next few years will be good for the forward-looking consortia as the Internet provides ways for independent hotels to compete against brands. "The emphasis on vertical search will enable independent hoteliers to reach individual consumers in a way that negates the need for a brand," says Blake. Small companies without a clearly defined niche or the funds to keep pace with new technology may be the most vulnerable. "Each new generation of technology stimulates early adopters who forge ahead and rave about the results," Blake says. This year, Blake says, early adopters will center their attention on revenue management system technology, customer relationship management and data mining.

Consortia will have to continue to reinvent themselves if they want to stay on this growth track, says Paul McManus, CEO, Leading Hotels of the World. "Relevancy is a major issue. Can certain consortia rise above being fraternal organizations or clubs and demonstrate through a solid business plan that are viable, relevant, going concerns?" McManus asks. He also says consortia will have to create new relationships with technology providers who consider them an impediment to the hotel relationship. To expand their clout, expect more consortia "to make their presence felt" in the Internet world with new partnerships and alliances. ♦

HOTELS' CONSORTIA 25

Rank 2004 2003	Company Headquarters	Rooms 2004 2003	Hotels 2004 2003
1	Utell/Unirez-Pegasus Solutions Rep. Services	1,050,091	7,487
1	Dallas, Texas USA	1,040,550	6,916
2	SynXis Corp.	720,000	6,500
3	McLean, Va. USA	560,000	5,000
3	Vantis Corp. (formerly VIP International Corp.)	615,840	5,493
3	McLean, Va. USA	605,962	5,087
4	Supranational Hotels	257,000	1,692
4	London, England	202,700	1,519
5	InnPoints Worldwide	145,936	1,066
5	Albuquerque, N.M. USA	120,515	841
6	Hotusa-Eurostars-Familia Hotels	118,861	1,439
7	Barcelona, Spain	98,437	1,139
7	WORLDHOTELS	100,000	500
9	Frankfurt am Main, Germany	80,000	450
8	Keytel SA	92,000	1,150
6	Barcelona, Spain	105,000	1,050
9	Leading Hotels of the World	83,000	420
8	New York, N.Y. USA	83,000	415
10	Logis de France	66,881	3,517
10	Paris, France	67,721	3,602
11	Preferred Hotel Group	56,726	285
13	(formerly IndeCorp. Corp.) Chicago, Ill. USA	56,296	281
12	Associated Luxury Hotels	48,280	86
12	Washington, D.C. USA	42,000	86
13	Historic Hotels of America	37,745	213
14	Washington, D.C. USA	32,399	202
14	AHMI RES Hotel (Thed International)	34,308	178
13	Paris, France	34,403	182
15	Sceptre Hospitality Resources (SWAN)	30,732	140
15	Englewood, Colo. USA	30,732	140
16	Great Hotels Organization	27,252	168
18	London, England	22,710	143
17	Minotel International	25,500	591
16	Lausanne, Switzerland	29,400	680
18	Small Luxury Hotels of the World	17,250	329
22	Surrey, England	16,234	308
19	Selected Hotels For Business,	17,000*	62*
20	Congresses & Incentives Marbella, Spain	17,000	62
20	ILA-Châteaux & Hotels de Charme	15,253	324
21	Brussels, Belgium	16,325	368
21	Design Hotels	11,682	137
25	Berlin, Germany	10,000	130
22	Relais & Châteaux	10,688	440
25	Paris, France	10,455	450
23	Châteaux & Hotels de France	10,608*	514*
23	Paris, France	10,767	450
24	Luxe Worldwide Hotels	10,000	185
23	Los Angeles, Calif. USA	10,767	481
25	Epoque Hotels	7,362	103
11	Miami, Fla. USA	—	—

*HOTELS estimate

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Theming is out; residential style is
in. Wynn Las Vegas introduces city
chic to the neon jungle.

Wynn-ovation

By Mary Scoviak, Design Editor

Las Vegas casino and resort impresario Steve Wynn wanted the first hotel to bear his name to be about ideas. No time traveling. No slice-of-Europe rising from the desert. No theme park with rooms. He spent five years and US\$2.7 billion to get what he wanted: the 2,716-room Wynn Las Vegas, which opened in April on the Strip. Some of the less cerebral are missing the point. They acknowledge the hotel is beautiful but, they charge, not US\$2.7 billion beautiful. They are looking for feathers and rhinestones; Wynn Las Vegas is the “little black dress.”

As with tailoring, design begins from the inside out. “Everything had to come from our own brains. Repli-ecture was not in the arsenal. The last thing we ever wanted a guest to say is, ‘Oh, I saw that before at another hotel,’” says Roger Thomas, who heads Wynn Design & Development, the interior design, architectural, construction and purchasing arm of Wynn Resorts. Thomas was entrusted with conceiving an aesthetic script for the resort, which will be joined by the 1,500-suite Encore at Wynn Las Vegas in 2007.

Fresh Thinking Starts With:

Re-invention. Instead of twin bathrooms, the Spa Suites feature “his and hers” bath experiences—his with a glass-enclosed shower; hers with a soaking tub. Working with Elizabeth Blau, Wynn Resorts’ executive vice president of restaurant marketing and development, the design team rejuvenated the buffet concept. They integrated more cooking equipment to push stations toward becoming working kitchens. Forget stainless steel and sneeze guards. This kind of volume feeding is about granite countertops, fruit and vegetable topiaries and still lifes with fresh food.

Customization. Concepts for the 19 restaurants not only match the menu; they match the chef’s personalities. For Paul Bartolotta’s Bartolotta Ristorante di Mare that means turning the chandeliers upside down, playing up opposing curves, parodying the guestrooms’ white molding and dark walls with black molding and light walls. Diagonal patterns pump up the energy level. For Alessandro Stratta’s Alex, Thomas and his team use symmetrical, classic lines to achieve a classical balance. Both restaurants cover two levels, but Alex’s stairway is sited in the middle of the space, while Ristorante di Mare’s glides in from the side.

“Evoca-ecture.” Drawn from Thomas’ personal lexicon, this means creating sensual spaces. Do not just ►

Details create a series of differentiated experiences: Sculptural landscaping and balconied cabanas frame a pool (left), while Picasso and high-contrast colors mix in a master suite (top r.)

Paul Bartolotta’s Ristorante di Mare makes a modern statement with chic dark walls and takes a pseudo-Baroque twist with custom chandeliers.

In bath design, “residential” means putting towels within easy reach and amply-sized amenities.



paint; use color to make a mood. Play up contrasts: Chocolate walls with ivory moldings in the guestrooms and suites; textured upholstery fabric, from the almost brocaded look of some of the suite chairs to the contemporary woven feel in the Resort rooms.

Change the language of luxury. Marble cladding works within the easy contemporary elegance of the Salon Suites. But, for the restaurants and other spaces, Thomas and his team used art-inspired carpets for one effect; swirls of mosaic tile for another. "We want people to feel more than they do at other hotels," Thomas says. ♦

Direct comments to: hotelmag@voyager.net



Make hospitality suites (above) memorable with strong colors, chairs that look "comfortable" and a signature touch—like this room's artfully patterned carpeting.

Small changes make for big impact. Turn the bed toward the windows rather than leaving it "side-on." Try using an ottoman large enough to double as an extra seat or small table.

STUDY IN DESIGN

Wynn Las Vegas' long-wearing design starts with the basics. The backbone of design is research.

■ **More than 20 mattresses were tested.** The top three went "home" with the design team. More than a full week was devoted to learning about pillows before the pillow menu was selected.

■ **Full-scale mock-ups of the guestrooms and suites, including the bathrooms, were tested and tweaked for three years.**

Nothing was bought via a one-click decision. The design team "imagined" light fixtures, pored over shop drawings and labored through the production process.

■ **Every decision was made from the guest's point of view:** a single faucet, which leaves one hand free to test water temperature; towel racks in convenient places; even the right level of light from the bathroom's night light.

■ **Nothing is one size fits all.** "A chef's table can be magnificent, but it is not appropriate everywhere," says Elizabeth Blau. "Generally, restaurants are moving away from open kitchens. But you would want the energy of a wood-fired oven in an Italian restaurant or the theater of teppanyaki or robata cooking in a Japanese restaurant."

SOURCE LIST

Overall design: Wynn Design & Development

Architecture: DeRuyter O. Butler, Wynn Design & Development; Concept architect: Jerde Partnership

Landscape architect: Lifescapes International

Lake of Dreams design: KO Company; Patrick Woodroffe Lighting; Michael Curry Design; Imaginary Forces

Restaurant Concept and Development: Wynn Resorts' Elizabeth Blau and Kevin Stuessi, vice president food and beverage

Tableau, Chocolat; Bartolotta

Ristorante di Mare; Alex; Zoozacrackers; Sugar & Ice: Wynn Design & Development

Red 8: Todd Avery Lenahan and Wynn Design's Roger Thomas

SW Steakhouse: Vicente Wolf Associates
Wing Lei: Jacques Garcia

Country Club Grill: Todd Avery Lenahan
Corsa Cucina: Eddie Soto

Okada: HBA/Hirsch Bedner Associates
Daniel Boulud Brasserie: Jeffrey Beers International

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Singapore: Tropical Hotel Supplies. 48A Jalan Pakis. Singapore.
Tel. 65-67647668. Fax 65-67621622.

Dubai: Haif Hospitality & Furnishings. Moussa Tower,
12/F Room 1.202. UAE. Tel. 9714-3322557. Fax 9714-3322090.

Riyadh: Haif Hospitality & Furnishings, King Fahd/Meccah Road,
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STIRRING UP BUSINESS

By Karyn Strauss,
Associate Editor

Two parts atmosphere, one part innovation, a dash of luxury, mix and stir. Such today's recipe for a successful hotel bar operation. In competing for the discretionary income of hotel guests and locals alike, operators today understand that to succeed they must create destination bars with their own distinct identities.

Competition is fierce, so bringing something new to the market is critical. Such creativity can take several forms—a specialty drink menu, a unique theme or simply an ambience that differs from anything else in the neighborhood.

The key is to create a memorable experience. Hoteliers agree that this is what brings customers back and brings higher returns.

A Drink To Remember

Complementing contemporary cuisine with a wine bar or a steakhouse with a cigar bar has become routine, but what goes well with a classic French brasserie—in Atlanta? That was the challenge posed to the executive team at the new InterContinental Buckhead Atlanta when devising a bar concept to match its Au Pied de Cochon bistro. In keeping with the French theme and looking to bring something new to its trendy Peachtree Road neighborhood, the hotel decided to feature specialty cognacs. The new XO bar—x/o stands for “extra old cognacs”—features a wide collection of vintage cognacs as well as cognac-based cocktails.

“We developed the concept around what we thought would be good for Atlanta,” explains Ronen Nissenbaum, general manager. “And we wanted to develop something that would be a new experience.” To match the upscale beverage selection, the hotel had to give the bar an elegant look. The design team chose rich red banquettes and draperies; a 100% pewter bar and tables with marble tops; deep, leather chairs; and backlit bar shelving that highlights the amber-hued bottles.

Despite cognac's high price tag—bottles range from US\$1,000 to US\$9,000, or US\$18 to US\$375 a shot, and cognac cocktails from US\$400 to US\$550—the concept has gained a loyal following. Open just a few months, Nissenbaum says he has nearly doubled the seating capacity already. “The bar has become a destination in itself. Financially it is already a tremendous success, not just from a revenue side, from the profit side. Thirty percent is considered a good profit margin and we're considerably above that.”

In three months the hotel had sold 24 of its US\$550 “dream of angels” cognac cocktail, which includes Hennessy Timeless (a top-range cognac), Chambord and Dom Perignon from 1990. “We've found that people are anxious to try it because it is something new for the city,” adds Simon Antoine, food and beverage director. With the popularity, Antoine is setting out to create the largest cognac bar in the United States. “We started with 30 [varieties], and now we're up to 60, but I want 100,” Antoine says. “Some you can't get anywhere else in the United States.”

Cognac sales account for 19% of beverage sales per month,

only seven percentage points behind perennially popular wine sales. For those who buy a whole bottle, the hotel gives them their own storage locker and a set of crystal glasses. “It gives customers another reason to come to the hotel,” Nissenbaum says.

A Theme To Remember

The new Courthouse Hotel Kempinski London didn't have to look far to come up with a unique draw for its bar. Situated in an old courthouse, the contemporary hotel includes many quirky features, such as the original iron bars of the prison separating the lobby from the bar, and placement of the bar's private tables inside three of the courthouse's original prison cells.

“The private seating area were the old women's cells, so we've kept up the theme. All of our bar staff is female. The whole atmosphere is quite unique,” says Michael Sorgenfrey, general manager of the six-month old hotel and the bar that is packed almost every night. “The design drives its popularity. It's prison chic. We've done it all in white and black leather. The walls are brick and stone.”

Sorgenfrey says the setting makes it stand apart from a typical hotel bar and, therefore, attracts a large local following—70% of its business is locals. “People today do not like to go out in what they typically think of as a hotel bar so you have to have something unique in the bar itself to attract the local market,” he says. “Since this is London, people have many choices, so it's important to offer something completely different.”

With the early success, the hotel has done very little promotion for its bar, but says word-of-mouth has been quite strong. With the grand opening of the hotel in June, Sorgenfrey says he is planning to add happy hours, drink promotions and an in-house deejay to broaden the appeal. Another business tenet of ►

The upscale ambience at the XO Bar, InterContinental Buckhead (left) complements the upscale offerings—vintage cognacs.

“Prison chic” is the look to describe the bar at the new Courthouse Hotel Kempinski, London. Staying true to its past, the bar features private rooms in former cell blocks.

Veni Vidi Vici...Vino

Christopher Coon, wine director at the Montage Resort & Spa in Laguna Beach, California, recently developed the “Art of the Sommelier” program, a private tutorial for wine enthusiasts. Guests can devise their own itinerary and curriculum for the daylong lesson that takes them behind the scenes of the resort's extensive wine cellar, kitchens and restaurants. *HOTELS* spoke to Coon about the new initiative and how he goes about creating Montage's wine program.



Can you explain the Art of the Sommelier Program?

The idea started because we have had a lot of guest requests about wanting to learn more about wine. We do a regular cheese and wine event that is very successful, and we're always barraged with questions. So there was quite a bit of enthusiasm for the concept.

The class itself is totally customized to the guests, whether they are novices or collectors. We talk about what their interests are and set up meetings with vendors—wine importers, wine makers and the like. We talk about everything from how to store wine to how to find rare wines to old world versus new world wines and how to pair wine with food.

What are guests are most interested in?

They love to learn why a certain wine was chosen for a certain pairing—they like to connect the dots. It also helps them then with dinner parties at home. They are interested in learning about other producers that may be less known but have similar taste profiles to wines they already enjoy.

What do you look for when buying a new wine?

I like to see a broad range from around the world. We look at how the wine works with cuisine, at new regions, and learn about how wines age and grow. We try to do esoteric, single vintage things. We like to show the smaller production, artisan side of the business.

How do you go about creating your wine list?

We like to show the entire world, but we don't want to offer only things guests have never heard of before. The guest should not have to ask a sommelier to order a glass of wine. We should not have to force them to be adventurous. There should be a balance. We have 62 wines by the glass, from US\$9 to US\$250, and we change them often. It is a lot about experimenting. Guests want to taste new things.

What is your favorite aspect of teaching a course like this?

I love meeting new people who are passionate about the same thing I am. I love talking to wine makers and learning why they decided to devote their whole life to this.



Music and martinis are on the menu at the new Indigo lounge at the revamped Hotel Orrington in Evanston, Illinois.

atmosphere, east proves that location is not everything—it is situated in a neighborhood known for its “bad reputation,” according to Kathrin Beulshausen, concierge, and is still succeeding in attracting locals. “Ninety percent of our clients are not hotel guests because it is a totally different experience for Hamburg,” Beulshausen explains. With a name like east, it makes sense for the concept to have an Asian flair. Cocktails like the “east Beauty” feature Asian ingredients, including sake, plum juice, cream soda and pineapple juice. Bar sales account for 60% of the hotel’s F&B business.

For the Hotel Orrington in Evanston, Illinois, a US\$30 million renovation not only included revitalizing the historic hotel, it meant creating a nightlife scene to rival those of nearby downtown Chicago hotels. The hotel’s new Indigo bar delivers an upscale ambience with a focus on music. “We tried to create a place where people would gather—both hotel guests and locals, and I think music is an important part of that,” says General Manager Joseph Violi. The lounge features live jazz six evenings a week. After dark, the scene changes into a piano bar, something new for Evanston. On the weekends the lounge is the place for afternoon tea with a twist, as the hotel offers several different styles of service. Its new “Women Who Wine” program also attracts the local market for an evening of wine and a little free wine education. “It is a great alternative to having to go down to Chicago. We are creating an upscale feeling here in Evanston. We’re having a lot of fun with it,” Violi says. ♦

The high-design Yakshi bar and Colours lounge at the new east hotel in Hamburg is winning guests by bringing something completely new to the neighborhood.

his is that the operation be viewed as a good value. “We’re serving cocktails at a reasonable price. (Cocktails are in the £8 range.) People today are very value conscious. At the end of the day it’s all about excellent service and value for money. That’s what keeps them coming back.”

A Location To Remember

The recipe for success doesn’t always have to be so elaborate. Originality can simply mean bringing a new option to the neighborhood. An example of this is the high-design Yakshi bar and Colours lounge at the new east hotel in Hamburg, which is described as equal parts hotel, restaurant and lounge. With its trendy

‘Drink Well’ At The Waldorf

Looking to bring something new and refreshing to the table, this summer the Waldorf=Astoria in New York City is introducing a line of colorful, health-oriented cocktails. This “Drink Well” promotion includes four new tonics featuring a nutrient-enhanced soda that has no sugar, carbohydrates, caffeine, calories or sodium but is complete with antioxidants, vitamins and minerals. Using these sodas as a base, the tonics are enhanced by a variety of specialty vodkas to create fruity concoctions, without the added calories and heaviness of fruit juices.

These US\$12 cocktails are part of an overhaul to the hotel’s beverage program, according to Stephane Dartois, senior beverage manager. “We’ve been running our beverage program in a pretty classic way and felt there was a need to re-energize and innovate. This is something different for the Waldorf. We’re trying to give it a refreshed image. This promotion ties into that,” Dartois says.



In addition to special promotions, the hotel is phasing in seasonal specialty drinks, such as mint juleps and Collins cocktails for spring and house-made Bloody Mary mix and caramel apple martinis for fall. Each of the hotel’s four bars also will be given its own theme: Champagne, microbrewery, cocktail/martini, and wine, port and single malt. Other initiatives include the addition of more wines by the half-bottle and a champagne trolley in the afternoon tea service.

Dartois says the revamp is more about revitalizing the image of the hotel rather than to boost sales. “Twenty years ago the Waldorf was an F&B mecca. We want to bring that back,” he says. “We want people to say something exciting is going on at the Waldorf. The goal is to make our beverage program more important. People are always looking to try new things.”

Direct comments to: kstrauss@reedbusiness.com

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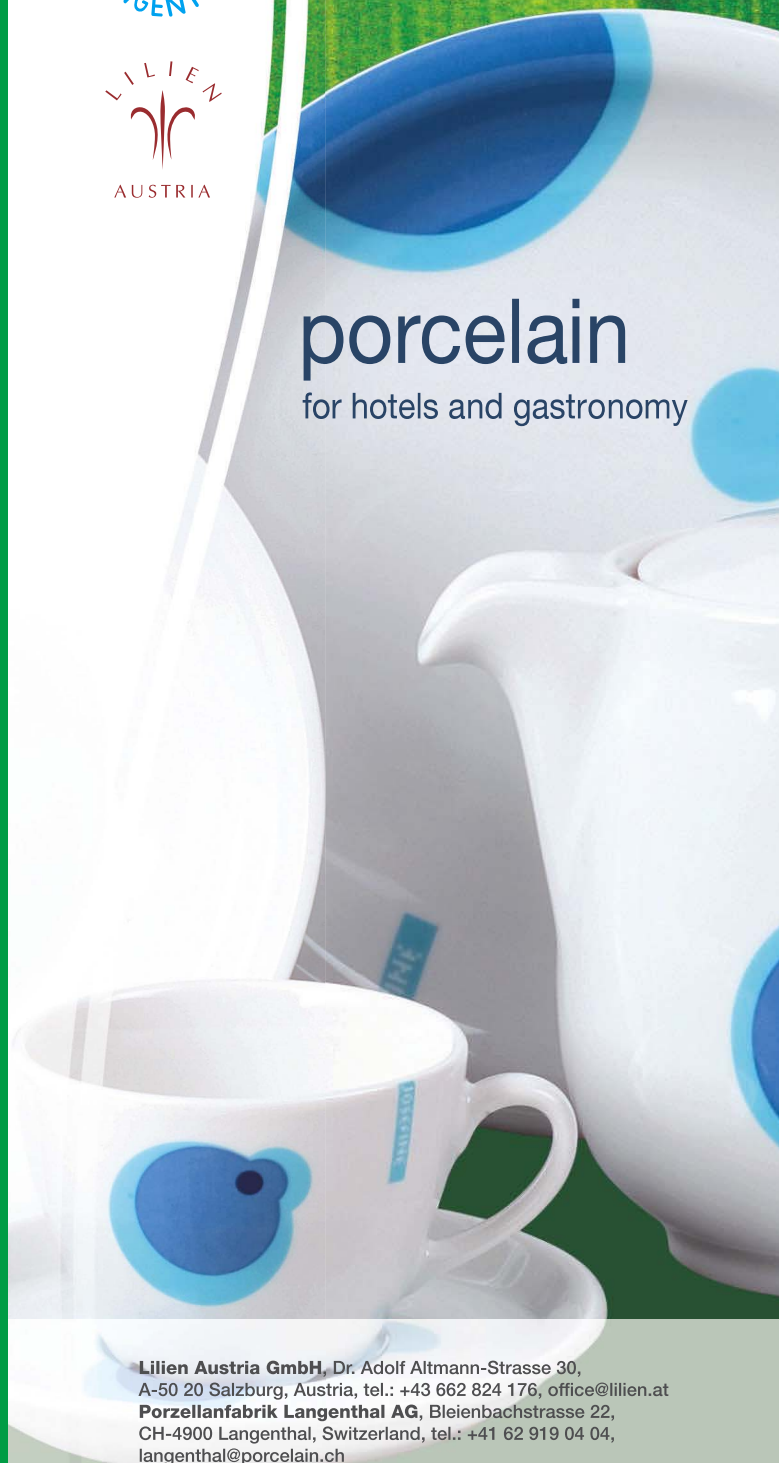
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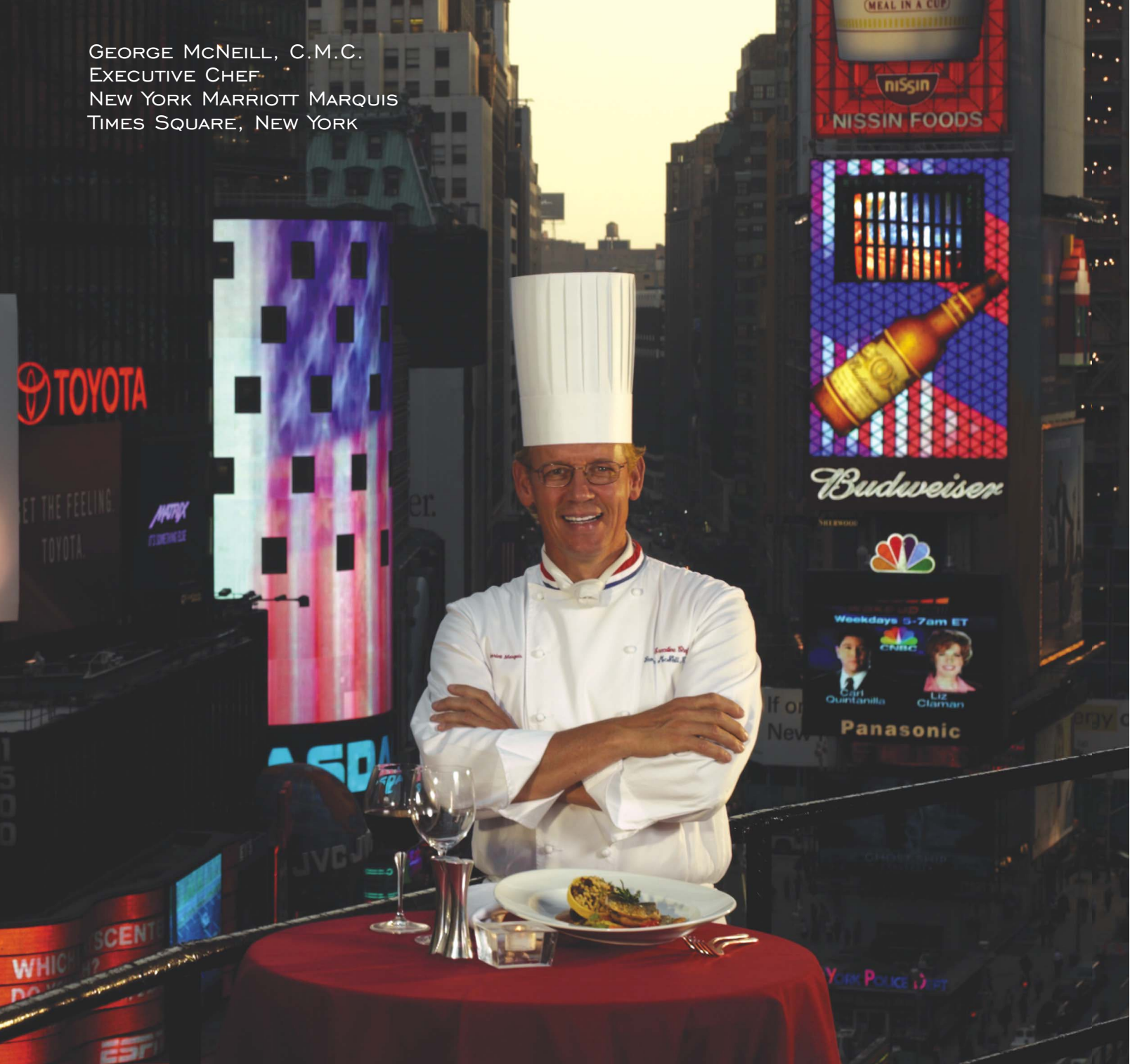
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By Derek Gale, Associate Editor

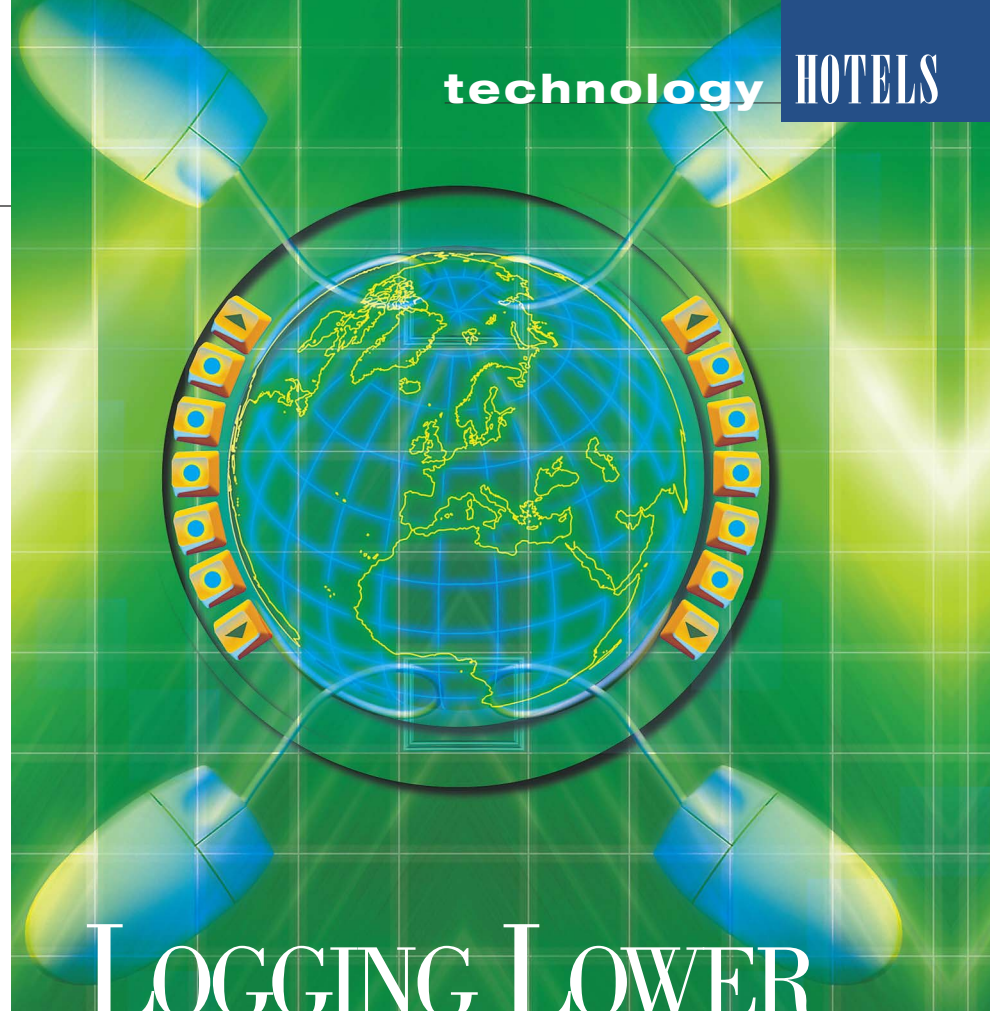
The Internet is all about inexpensive e-commerce transactions. It is the most efficient distribution medium ever invented, and it is a simple fact that driving online reservations reduces costs for hoteliers. But moving bookings to the Internet, even with the tech-savvy guests of today (the percentage of adults who report booking reservations online has increased to 47% this year according to the Yesawich, Pepperdine, Brown & Russell/Yankelovich Partners 2005 National Leisure Travel Monitor™ survey), is sometimes easier said than done. Here are a few trade secrets from hotel companies that are consistently growing their Web bookings.

Best Western International

Through March, Best Western International had experienced 52% growth in worldwide revenue via bestwestern.com from the same time period a year ago. The company's Web bookings have grown an average of 54% per year during the past five years, and Internet bookings currently make up nearly 50% of all Best Western reservations. How are they doing it?

For starters, Best Western doubled its online marketing budget this year and likely will continue to increase it next year, says David Kong, president and CEO. Also, enhancements to bestwestern.com are central to the company's strategy to drive electronic distribution. On the Web site, 100% of the company's online booking information is available in French, German, Italian and Spanish, and additionally, all property listings and reservations Web pages for Asia, Australia, Bangladesh, India, New Zealand and Pakistan are available in simplified Chinese, and in Korean. "We're seeing increased bookings coming through (because of this)," Kong says.

Keeping up its efforts, Best Western will roll out a completely redesigned Web site featuring professional photography, 360-degree virtual tours and advanced search features later this year. "Customization and personalization" will come next year, Kong says, where users' favorite Web pages will be customized to greet them by name, for example. And for booking, loyalty program members will have only to enter



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their membership numbers—all other fields will be pre-populated so customers can simply select a hotel and quickly and easily make a reservation. "It's all aimed to build better relationship with customers," Kong says.

Choice Hotels International

As of mid-May, Choice Hotels International's year-to-date daily average for revenue from reservations booked via its Web site was US\$1.3 million, and Web site reservations had grown more than 50%. "Business delivered to our franchisees via choicehotels.com has been tremendous thus far this year," says Mary Beth Knight, vice president, e-commerce. Knight attributes a large part of the surge in online bookings to the company's "Earn Nights or Flights 3X Faster" program, which ran from February through April and offered guests who booked a room via the Web site triple Choice Privileges points or triple airline credits. Also, like the Best Western site, choicehotels.com lets guests book rooms in French, Spanish, German and most recently Japanese.

Choice's latest initiative to develop an even more user-friendly Web site is the introduction of a "Click to Chat" feature. By clicking an icon that appears on all search-results ►

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Web pages, visitors to the Web site can have online conversations with customer service representatives. "Click to Chat lets a guest ask a question in the middle of the reservation process, get an answer, and continue on with the booking with little interruption," Knight says. The "Click to Chat" link also appears on the "Contact Us" page of the Web site.

Choice also is expanding its presence on the Web and driving business to choicehotels.com through its relatively new global affiliate program: Choice establishes relationships with third-party, travel-related Web sites worldwide and compensates them for hits and bookings. "Our affiliate program

is just 60-plus days old but has already exceeded our expectations," Knight says.

Morgans Hotel Group

"The percentage of business that we receive from our own Web site ranges anywhere from 12 to 26% depending upon the hotel," says Michael Davis, director of Internet strategy and design, Morgans Hotel Group, New York City. "We are relentless in our pursuit to drive business through the Internet channel." Morgans uses a variety of strategies to drive online bookings, Davis says, "specifically exclusive offers to our own database via e-mail and partnerships with sites that only drive traffic to our site for bookings." The company also maintains detailed search engine optimization of the Web site code, and is exploring new opportunities such as RSS feeds and allowing corporate accounts to book online. ♦

Direct comments to: derek.gale@reedbusiness.com

"Look-To-Book" Crisis Pending

Leadership executives with reservations service providers along with industry technology consultants see a crisis facing hoteliers and their central reservations systems (CRS): ever-increasing "look-to-book" ratios.

Bob Boles, executive vice president and chief operating officer for Pegasus Solutions Inc., Dallas, explains it in simple terms: "The shopping habits of consumers today translate into a lot of looking and checking before they actually make a booking. In the past, hotel central reservations systems were designed to support a relatively low volume of travel agent inquiries ('hits') and might see around four 'look' inquiries for every one booking. Today, these look-to-book ratios have increased to multi-thousands to one, and promise to go even higher. New metasearch services, such as Kayak and Sidestep, only add more hits to the CRS. Legacy systems around the industry are updated and upgraded and stretched, but at some point they will not be able to withstand the look-to-book levels. There will come a point when the look-to-book ratio will overwhelm the capacity of the aging technology powering today's reservation infrastructure."

Sounds ominous. So how are companies responding? "Most of the major sites have implemented caching to head off a multitude of similar requests before they get to the system proper, but the cached response can only be used for so long before it's out of date," says Jon Inge, a property-based technology consultant. "There's a lot of discussion about how to limit the amazing hit numbers, including the somewhat self-defeating one of blocking certain search or affiliate sites, but something has to be done since the hosting servers don't have infinite capacity."

One option is to add servers, thus adding capacity to handle increasing workloads, says John Burns, president of Scottsdale, Arizona-based Hospitality Technology Consulting. But that leads to another problem, Burns notes: a guessing game as to how much capacity you might need to handle spikes.

Pegasus is working on a solution, according to Boles, known as the next generation hospitality engine, that will be able to withstand the increasing number of hits and also will be compatible with the range of competitive products that plug hotels into the GDSs, process travel agent commissions, and power central reservations systems and property management systems. But he says the engine is a long-term project, and Pegasus is still in the early stages.

In the meantime, there's no evidence that the growth of the look-to-book ratios will stop. "With the proliferation of metasearch, and then you look at big search engines moving toward travel—AOL, Yahoo and Google—that may well generate more queries. It's a scary future out there," Burns says. ♦

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Wynn Chooses Timelox

LAS VEGAS Wynn Las Vegas, the new US\$2.7 billion luxury hotel on the Las Vegas Strip, has selected Timelox's top-of-the-line DC-ONE with IR5 locking system for its 2,716-room resort. In addition to features such as remote room change with no re-encoding and remote check-in for guests, the system offers the One Card solution. One Card gives guests access to their rooms, in-room safes, refreshment centers, casino, shops, restaurants, golf club and more with the swipe of a single key-card. One Card provides a secure, cashless environment for guests, increasing onsite point-of-sale transactions while providing coveted guest history.



Kettal Signs Agreement With Shangri-La

BARCELONA At HOFEX 2005, Shangri-La Hotels & Resorts and high-end outdoor furniture manufacturer Kettal Group signed a worldwide agreement whereby Kettal will be a preferred supplier for poolside and outdoor furniture for the chain.

The brand names under which Kettal produces products include Kettal, Hugonet, Triconfort and Evolutiv. The company has factories in Spain, France and China, where a new 300,000-sq.ft. (28,000-sq. m) factory will employ more than 500 people.

Pictured above signing the agreement are

Angel Salvador (left) international contract manager for KETTAL, and Jim Wilkinson, vice president, procurement, group purchasing department, Shangri-La.

Kroll Takes On New Role At KAHLA

KAHLA, GERMANY Andreas Kroll, former director, hotel porcelain for KAHLA/Thüringen Porzellan GmbH, is now in charge of the general sales management. Together with Holger Raithel, son of the former managing director Günther Raithel, he will continue development of the trend-setting porcelain. Kroll, who joined the company in 1997, knows the market inside out and has successfully established and expanded the national and international sales activities of KAHLA hotel porcelain.



Electrolux Debuts Culinary Event Center

FORT LAUDERDALE Electrolux Professionals new Culinary Event Center was unveiled to the public in late April. The Center serves as a state-of-the-art showroom and demonstration center for Electrolux's full line of food-service solutions. Electrolux's on-site staff is available to help customers learn more about specific products and services through live cooking demonstrations or informational seminars. Additionally, customers can visit the Center for more in-depth private training sessions on select appliances.



WORLDHOTELS Sees Success Of Group Booking Web Site

FRANKFURT WORLDHOTELS, a global hotel sales, marketing and distribution organization, is pleased to announce that its specialized booking tool for group and meeting planners, WORLDHOTELS.events, has seen bookings exceed expectations since its launch in February 2004.

More than 450,000 room nights have been requested since the launch of WORLDHOTELS.events, and company executives says the product is gaining in recognition with meeting planners and incentive houses from a customer base across more than 40 countries.

Westwood Interiors Moves Headquarters

LOS ANGELES Westwood Interiors Inc. has moved its business operations to a new corporate headquarters and factory in Los Angeles. The 50,000-sq. ft. (4,600-sq. m) space features a showroom, mill shop, upholstery and finishing areas.

"Experiencing strong growth in both residential and hospitality furniture, along with our custom work, this expanded, updated facility enables us to better respond to our customers' needs," says Lyle Thompson and Albert Deitsch, Westwood Interiors' founders.

Established in 1995, Westwood Interiors is a manufacturer and importer of fine furniture for the hospitality and residential design trade. All Westwood designs are bench-made, hand-carved and finished.

—Edited by Karyn Strauss,
Associate Editor

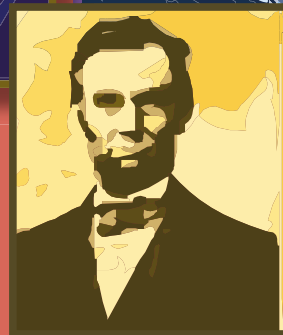
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Edited by Nancy Brogato, editorial assistant/products editor



Trevira CS is the marque for textiles in flame-retardant fibers and filaments. The flow of new yarn developments, ranging from fine monofilament to coarse titres, flat or textured, as filament or fiber yarn, permits an ever-growing variety of looks. Practically every fabric construction is possible, from the finest drape to the heavy upholstery fabric, and each year sees the emergence of many fresh and innovative design ideas. Trevira has the potential to produce modern and complex materials that combine both function and design. **Trevira GmbH, Hattersheim, Germany.**
Internet: www.treviracs-net.com



Red Wing Shoe Company WORX™ by Red Wing Shoes adds the 6390 Service Clog-Womens. Smartly designed for comfort, fashion, and safety, the 6390 features the Star Grip Sole, which delivers maximum slip resistance and helps prevent slips and falls and has independent laboratory testing confirming superior performance in dry, oily, wet, and oily/wet conditions. Comfort features include full-grain black leather, cushion-contoured foot bed, and non-metallic shank for support. **Red Wing Shoe Company, Red Wing, Minn., USA.**
Internet: www.redwingshoe.com



Apuro Ltd. The Whirlpool range includes both front loader and top loader models. Designed for light commercial use, they come with an inclusive one-year parts and labor warranty. The front loader range features two 9 kg capacity washing machines, the PRO WM1000, with a maximum spin speed of 1000 rpm, and the HD WM1100, with a spin speed up to 1100 rpm. They offer low water and energy consumption and uncomplicated controls. The matching dryers have capacities of up to 10 kg and are designed to stack securely and safely on top of the washers. There are three dryers in the range, two electric and one gas. The LSQ 8533 top loading washing machine has an 8kg capacity and a spin speed of 640 rpm, 8 wash programs, large rotary controls and an Accuwash Sensor Control, and is capable of washing 150 kg per week. The matching dryer has 10-kg capacity, 5 automatic drying cycles and a tumble press cycle to reduce creasing. **Apuro Ltd., Solihull, West Midlands, UK.** Internet: www.apuro.co.uk



Cooktek This unique heat source and charging system uses induction technology to quickly, safely, and effectively hold food temperatures above 140°F for 30-50% longer. Uses include roomservice delivery, banquets, catering, and many other applications for holding and transporting hot food in a commercial foodservice environment. **CookTek, Chicago, Ill., USA.**
Internet: www.cooktek.com



Cambro Camshelving is the revolutionary shelving system that makes storage easy in any environment. Wet or dry, it is ideal for walk-in refrigerators and freezers because it withstands temperatures as cold as -36°F. The weight-bearing components, posts and traverses are made of a steel core with a smooth polypropylene exterior. This makes Camshelving strong, durable and easy to clean. The Camshelving system is based on four easy-to-use and easy-to-assemble parts. Each part available in a variety of sizes. **Cambro Manufacturing Co., Huntington Beach, Calif., USA.** Internet: www.cambro.com

Via Motif Contemporary essentials create an environment of comfort. Textured leather cocktail table and cushions coordinate with ice bucket and bar tray, and luminous suspended drum lamp enhances the mood. Via Motif creations have long been recognized for their distinctive aesthetic—crisp uncluttered designs, hand-fabricated in house, in beautiful and unusual materials. From the warmth of woven natural fibers, such as pandan and men-dong, to the deep, exotic tones of palm wood and the richness of leather, Via Motif products strike a stylish balance between texture, color and form to complete the look of distinguished venues around the globe. **Via Motif, San Rafael, Calif., USA.**
Internet: www.viamotif.com





Maytag® Commercial High Efficiency Top-Load washer serves the interests of both conservation and commerce. It saves natural resources by reducing water usage up to 25%. The Maytag Commercial High Efficiency Top-Load washer also is an energy saver. The energy and water savings of the new Maytag Commercial High Efficiency Top-Load washer does not come at the expense of wash performance. Based on areas such as rinsing and gentleness, there is virtually no drop in performance between it and traditional top-load washers. It is equipped with an extra-large lid and tub opening to make loading and unloading easy. The Maytag ComputerTrac™ controls provide

ease of use through one-touch operation and display instructions, time remaining in the cycle and more. The new Maytag Commercial High Efficiency Top-Load washer will be backed with the Maytag® five-year limited warranty on all parts.

Maytag Corporation, Newton, Iowa, USA.

Internet: www.maytagcommerciallaundry.com.

Product claims are those of the manufacturers and should not be considered editorial endorsements.

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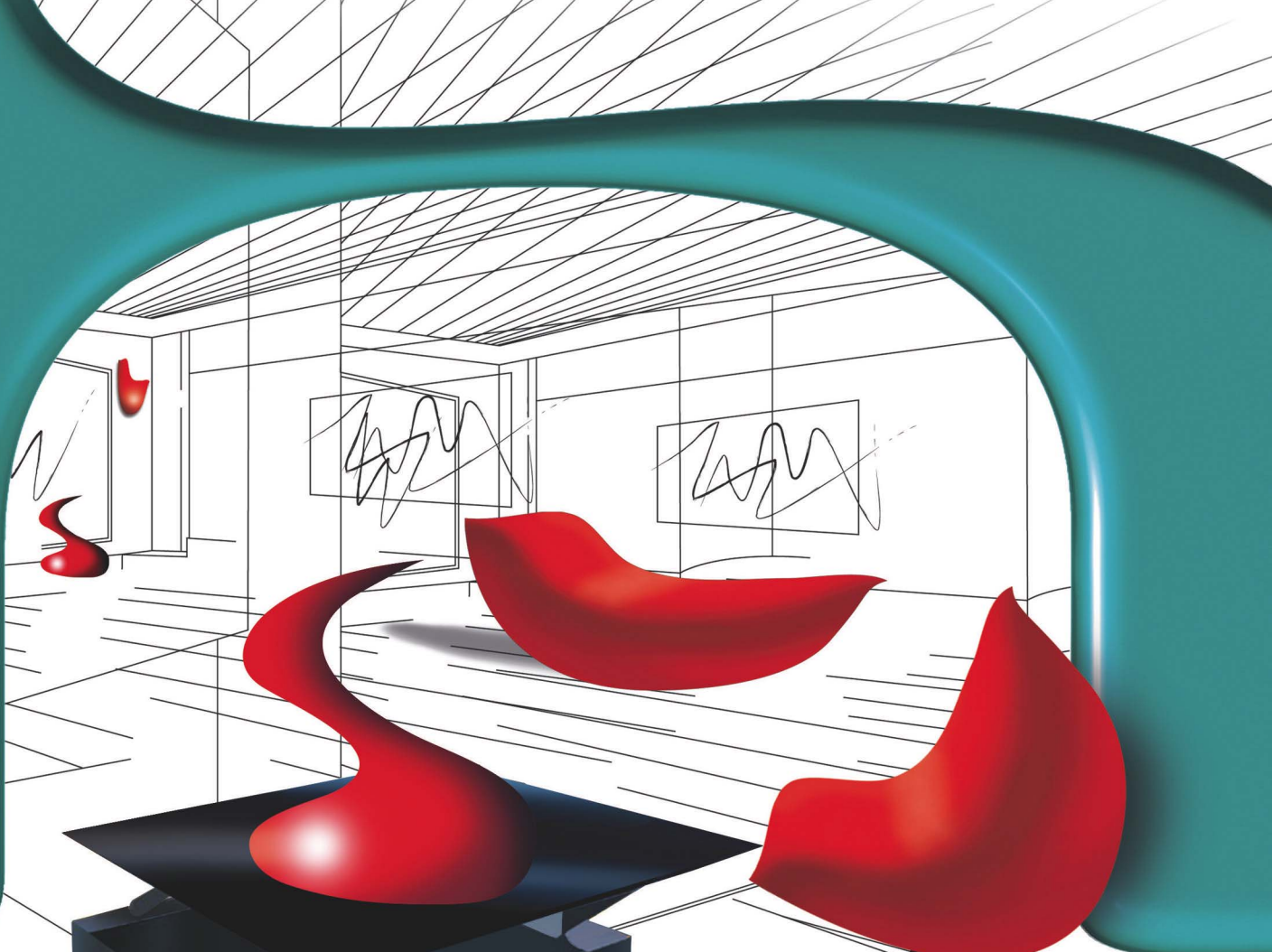


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Meese Orbitron Dunne Company has a new bulk truck which features a durable, impact-resistant plastic base that accommodates up to 600 lbs. of weight and withstands frequent bumps and collisions with curbs, walls and tailgates without denting, scratching or crumpling. Designed for the secure transport, delivery and/or return of linens, laundry and other products, the 90PSL bulk truck combines a one-piece, rotationally molded cart with the molded base set atop industrial strength casters for smooth rolling on and off truck and elevators.
Meese Orbitron Dunne Company, Ashtabula, Ohio, USA.
Internet: www.modlaundry.com



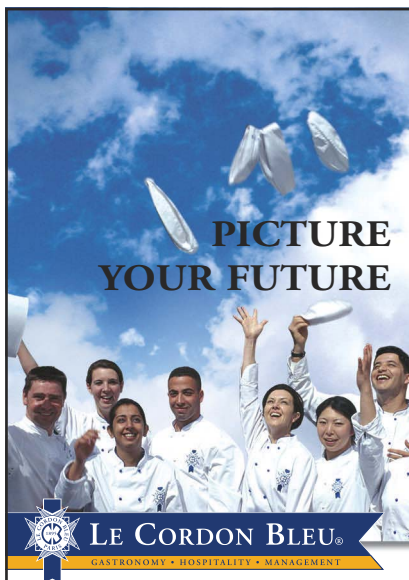
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Fire Control Instruments Version 6.1 of its Windows-based Field Configuration Program (FCP-7100) and System Operating Software (SOS) for the 7100 Series fire alarm control panel is a feature-packed multiprocessor-based, analog addressable fire control panel system. The basic 7100 Series control panel provides two analog addressable signaling line circuits, each supporting up to 99 analog addressable sensors and up to 98 addressable monitor modules and/or control points.
Fire Control Instruments, Westwood, Mass., USA.
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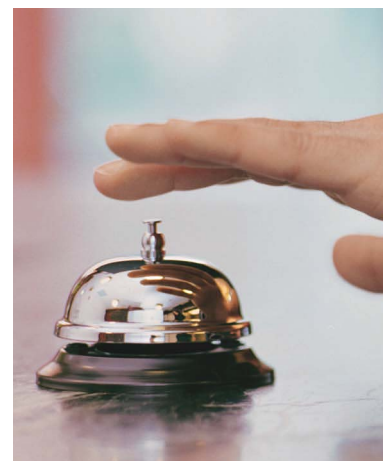
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Andis has developed a new Auto Off Steam Iron that combines safety features with Andis' proven quality. An auto-off indicator light flashes when the iron has automatically turned off. When the iron is idle while resting on the heel for more than eight minutes, it will stop heating. If it is left in the ironing position without moving for more than 30 seconds or if it tips over, it will stop heating. Additional features include a stainless-steel plate and temperature light that illuminates when the iron reaches the desired heat level that's been set on its temperature control dial. **Andis, Racine, Wis., USA. Internet: www.andis.com**



HOSPECO/Hospital Specialty Company. The SaniWorks™ line includes a variety of towels that can be used from bussing tables and wiping counters to washing pots and pans in foodservice operations and institutions. Non-woven SaniWorks™ wipers are color-coded to help prevent cross contamination. In addition, several SaniWorks™ items can be ordered with an optional anti-microbial treatment to inhibit the growth of bacteria in the towel. **HOSPECO/Hospital Specialty Company, Highland Heights, Ohio, USA. Internet: www.hospeco.com**



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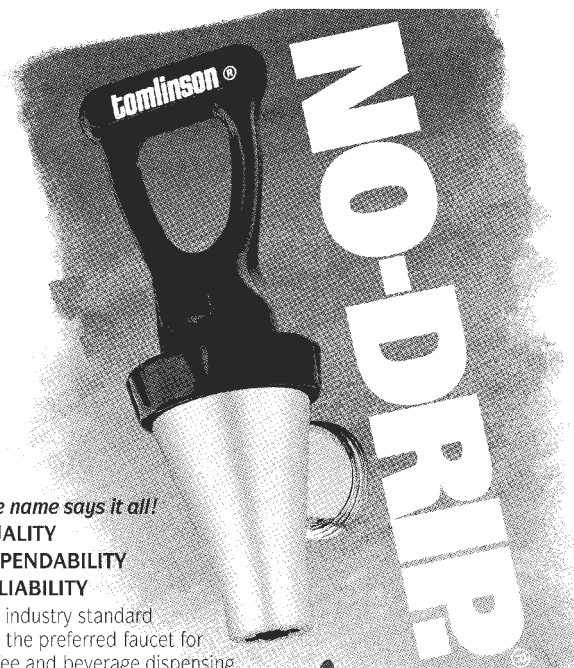
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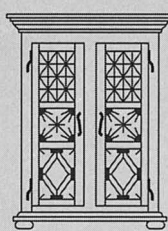
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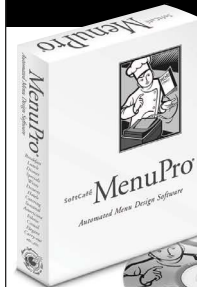
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Realizing A Dream Harris Rosen, owner and operator of **Rosen Hotels & Resorts**, Orlando, Florida, was honored by the U.S. Dream Academy for his work with an education pilot program for Tangelo Park, a predominantly African-American community in Orlando. "My pledge was that every two, three and four-year-old would be able to attend preschool at no expense to their parents," Rosen said, "and that for every youngster who was accepted to a public college in the state of Florida, we would pay his or her tuition, room, board, books, and travel." Oprah Winfrey was a guest speaker at the event.



Distinguished Diamond Designation Tony Perrone (r.), manager of AAA Publishing, presents Lionel Alvarez, general manager of **Paraiso de la Bonita Resort**, Riviera Maya, Mexico, with the 2005 AAA Five Diamond Award plaque. There are only six hotels throughout Mexico currently rated Five Diamond.



Having A Ball In Bali Meier's Wel-treisen, a division of LTU Touristik, Germany, chose the **Bali InterContinental Resort** for its Far East Live Seminar 2005 back in May. The resort's General Manager Amadeo Zarzosa (far left) thanks the company for choosing the resort for this event. The evening's gala festivities were held in a specially constructed setting.



Award-Winning Team Kwek Leng Beng (center), executive chairman of Hong Leong Group, poses with the team of **Orchard Hotel Singapore's** Hua Ting Restaurant. The restaurant recently won two awards from the World Gourment Summit, including Asian Ethnic Restaurant of the Year, while Master Chef Chan Kwok received Asian Ethnic Chef of the Year.

Insights From A Founding Father Gathered for the Gerald Fogelson Forum on Real Estate at Roosevelt University, Chicago, are : (from l.) Frank Arnold, Four Seasons; Peter Roth, Ritz-Carlton; Karla Kannan, Four Seasons and Roosevelt student; Isadore Sharp, founder and chairman of **Four Seasons Hotels and Resorts**; Marshall Bennett, Marshall Bennett Enterprises; Hans Willmann, GM, **Four Seasons, Chicago**; and Bill Taylor, GM, **Ritz-Carlton, Chicago**. Sharp gave a presentation about how he built his company into a leading luxury hotel operator.



"Check-ing" Into The Renaissance During the **Renaissance Chicago O'Hare Hotel's** grand opening celebration, the hotel's General Manager Kit Pappas presented a check to After School Matters, a non-profit organization that helps expand out-of-school opportunities for Chicago teens. (Pictured from l.) William McCreary, president, Tishman Hotel Corp., Jim Claus, executive vice president Tishman Hotel Corp., Christina Findlay, director of communications, After School Matters; and Kit Pappas, general manager, The Renaissance Chicago O'Hare Hotel.



Cheers To Cricket And Le Méridien New Zealand cricketer Chris Cairns (r.) raises a toast with General Manager Suresh Badlaney, **Le Méridien, Bangalore**, for the hospitality Cairns received during a recent stay.

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